

North Carolina Department of Transportation



Affirmative Action Plan

2015-2019

Table of Contents

SECTION I	1
INTRODUCTION	2
PURPOSE OF EEO/AA PLAN	5
NCDOT EEO POLICY STATEMENT	7
Internal Dissemination	7
External Dissemination	7
DEFINITION OF TERMS	8
ACRONYMS	10
SECTION I, EXHIBIT 2: Organizational Chart	11
SECTION I, EXHIBIT 2: Map of NCDOT Highway Divisions	12
SECTION II	13
RESPONSIBILITIES FOR AFFIRMATIVE ACTION	14
Secretary	14
Affirmative Action Officer	14
Director of Human Resources	15
Managers and Supervisors	15
FEDERAL & STATE LAWS, REGULATIONS & DIRECTIVES	16
State	16
Federal	16
SECTION III	18
NORTH CAROLINA AT A GLANCE	19
EEO-4 FEDERAL JOB CATEGORIES	20
NCDOT JOB GROUP ANALYSIS	21

NCDOT's WORKFORCE AGENCY-WIDE ANALYSIS	24
NCDOT PERSONNEL ACTIVITIES.....	28
New Hires	28
Promotions	30
Terminations.....	32
Demotions	34
Disciplinary Actions	35
NCDOT NET CHANGES IN EMPLOYMENT	37
SECTION III, EXHIBIT 1: NCDOT Job Titles by EEO Category	39
SECTION III, EXHIBIT 2: Workforce Analyses of 14 Highway Divisions	46
SECTION IV.....	61
APPLICANT FLOW	62
ADVERSE IMPACT ANALYSES	65
SECTION V.....	69
REPRESENTATION ANALYSIS, GOALS and TIMETABLES	70
Methodology for Establishing Goals and Timetables.....	71
Representation Analyses and Job Placement Goals	72
SECTION V, EXHIBIT 1: Job Placement Goals –Full Calculations.....	112
SECTION VI.....	143
MONITORING PROCEDURES	144
Internal Monitoring.....	144
External Monitoring	146
GOOD FAITH EFFORTS	147
Affirmative Action Program Accomplishments	147
Accountability.....	147
Recruitment, Selection and Hiring.....	147
Promotions	151
Training	151

Upward Mobility Programs.....	152
COMPLAINTS OF DISCRIMINATION	155
Policy and Procedures	155
Discrimination Complaint Tracking	156
Discrimination Complaints Analysis FFY 2013	156
PROGRAM ACTIVITIES TO ADDRESS CONCERNS.....	159
Recruitment, Hiring and Selection.....	159
Job Restructuring	159
Employee Training.....	160
Promotion Procedures.....	160
Monitoring of Disciplinary Actions	160
EEO Committees	161
SECTION VI, EXHIBIT 1: EEO Performance Measure Confirmation Form	162
APPENDIX A: NCDOT Grievance Policy	163
APPENDIX B: HB834 Summary of Changes.....	181
APPENDIX C: Merit Based Hiring Policy	184
APPENDIX D: NCDOT Mentoring Program Policy.....	198
APPENDIX E: Office of Equal Opportunity and Workforce Services Organizational Chart	211

**North Carolina Department of
Transportation's Affirmative Action (AA) Plan**

Effective Dates: 2015 - 2019

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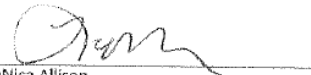
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SECTION I

Introduction

Purpose of EEO/AA Plan

NCDOT EEO Policy Statement

Definition of Terms

Acronyms

Exhibit 1: Organizational Chart

Exhibit 2: Map of NCDOT Highway Divisions

INTRODUCTION

The North Carolina Department of Transportation (NCDOT) is committed to equal employment opportunities in the workplace and supports the affirmative action program. This Affirmative Action Plan provides guidance and outlines the responsibilities of management regarding the implementation of this plan. The primary objective of the Affirmative Action Plan is to take results-oriented steps to assure equal employment opportunity. Affirmative Action guidelines apply to employment decisions, including but not limited to hiring, promotion, demotion, and retention.¹

Pursuant to N.C.G.S. §136-44.1, “The Department of Transportation shall develop and maintain a statewide system of roads, highways, and other transportation systems commensurate with the needs of the State as a whole and it shall not sacrifice the general statewide interest to the purely local desires of any particular area. The Board of Transportation shall formulate general policies and plans for a statewide transportation system. The Board shall formulate policies governing the construction, improvement and maintenance of roads, highways, and other transportation systems of the State with due regard to farm-to-market roads and school bus routes.”

In addition, pursuant to N.C.G.S. §136-5.1, “Transportation system is defined as all modes of transportation infrastructure owned and maintained by the North Carolina Department of Transportation, including roads, highways, rail, ferry, aviation, public transportation, and bicycle and pedestrian facilities.”

NCDOT receives federal funds from the Federal Highway Administration (FHWA). All state departments of transportation that receive Federal financial assistance in connection with the Federal-Aid Highway Program are required to have an affirmative action plan and are to assure compliance with the equal employment opportunity requirements for Federally-assisted highway construction contracts.²

Prior to the U.S. Secretary of Transportation approving Federal aid for highway projects, a state department of transportation must assure the highway projects will be conducted in a nondiscriminatory manner. Any state department of transportation seeking Federal aid for highway projects will not have projects approved by FHWA until the state DOT executes assurances that employment in connection with all projects will be provided without regard to race, color, national origin, or gender.³

With an annual budget of nearly \$4 billion, the North Carolina Department of Transportation is responsible for building and maintaining North Carolina’s transportation system. North Carolina has the second largest highway system in the United States with nearly 80,000 miles of roadway and a bridge inventory of 13,638. The Ferry System runs 22 vessels on seven regular routes across five bodies of water. These ferries transport about 850,000 vehicles and two million passengers a year, making it the second largest state-run ferry system in the United States. The Aviation Division is responsible for all aviation functions regarding state system planning, airport and aviation system development, and provides funding to communities for constructing and improving airports throughout the state. North

¹ Uniform Guidelines on Employee Selection Procedures, 29 CFR paragraph 1607.2(B) and 1607.17 (1978)

² 23 CFR §230.303

³ Federal-Aid Highway Act of 1968, 23 U.S.C 140

Carolina has 72 publicly-owned airports and nearly 300 privately-owned airports. North Carolina's 99 public transportation systems serve more than 77 million passengers each year in urban and rural areas of the state. The Bike and Pedestrian Division is the oldest comprehensive state program of its kind in the United States. The Rail Division is a leader in reviving passenger train service, enhancing safety on the tracks and creating urban transportation centers.

The Department's operations are led by the Secretary of Transportation, a member of the Governor's cabinet. A 19-member Board of Transportation is the Department's governing body and is responsible for assisting in the transportation decision-making process and approving fund allocation. Board members are appointed by the Governor.

NCDOT has established the following five (5) core values that represent the manner in which it conducts business:

- Safety: We strive for safety throughout our transportation networks as well as in our work and daily lives.
- Customer Service: We respond to our customers, both internal and external, in an open, professional and timely manner.
- Integrity: We earn and maintain trust by responsibly managing the State's assets, acting ethically, and holding ourselves accountable for our actions.
- Diversity: We draw strength from our differences and work together in a spirit of teamwork and mutual respect.
- Quality: We pursue excellence in delivering our projects, programs, services and initiatives.

The Division of Highways is spread across 14 NCDOT divisions with approximately 7,000 employees. (See Exhibit 1.1 for a map of the Highway Divisions.) The demographics of the far eastern (coastal) and far western (mountains) parts of the State vary widely. The urban areas also differ widely in demographics from the more rural areas.

To support the Department in fulfilling its responsibilities, this Affirmative Action Plan reinforces equal employment opportunity principles by ensuring all segments of the public have an equal opportunity to enter public service and work in an environment free of unlawful barriers to employment based on race, color, national origin, sex, religion, disability and age, except as provided by law. In accordance with 23 CFR Part 230, Subpart C, Appendix A, the head of each state agency is responsible for the overall administration of the Internal EEO Program, including the total integration of equal opportunity into all facets of personnel management. (See Exhibit 1.2 - NCDOT's EEO Policy Statement.)

The Affirmative Action Plan is a rolling 5 year plan detailing the positive steps the agency will take to ensure equal employment opportunity. The Affirmative Action Plan sets annual representation goals by job group for underrepresented minorities and females who comprise 2% of the available civilian workforce and/or 2% of NCDOT's workforce. The employment data that were used to establish the representation goals for the 2015-2019 Affirmative Action Plan were based on the State Fiscal Year 2013 (7/1/2012 through 6/30/2013). Although the representation goals are set for 5 years, an update to the plan will be provided to FHWA annually using the most current data; therefore, the plan is subject to change annually with changes in minority and female representation, NCDOT's workforce, and state

demographics. The update will include the Department's accomplishments, deficiencies, workforce representation, and adverse impact analyses and any changes in the 5 year job placement goals.

The Affirmative Action Plan uses the EEO Tabulation American Community Survey (ACS) 2006 through 2010 census data available through American Fact Finder to analyze representation in NCDOT's workforce. The Census Bureau provides this tabulation for four Federal agencies - the Department of Justice, EEOC, the Department of Labor, and Office of Federal Contract Compliance Programs. The EEO Tabulation serves as the primary external benchmark for comparing the race, ethnicity, and gender composition of an organization's internal workforce and the analogous external labor market within a specified geography and job category.

The Affirmative Action Plan uses the "four-fifths rule" to determine whether adverse impact exists in employment decisions. The four-fifths rule states, "A selection rate of any race, sex, or ethnic group which is less than four-fifths (4/5 or 80%) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact."⁴

⁴ Uniform Guidelines on Employee Selection Procedures, 29 CFR paragraph 1607.4(D)(1978)

PURPOSE OF EEO/AA PLAN

Achieving the Department's affirmative action goals requires the commitment and leadership of every manager and supervisor within the Department. To assist in the achievement of these affirmative action goals, this Affirmative Action Plan establishes guidelines to follow in making employment decisions within the Department.

The Department adheres to the State-mandated Merit Based Hiring policy to maintain a selection system that will give equal employment opportunity to all applicants without regard to race, religion, color, national origin, sex, age, disability, or political affiliation and will be based solely on job-related criteria. The recruitment and selection process complies with all Federal and State laws, regulations, and policies.

Achieving parity goals is a critical aspect of the Department's EEO/AA program. All managers and supervisors will take those actions necessary to ensure that the Department is an equal opportunity employer with respect to recruitment, merit, retention, promotion, training, and all other terms and conditions of employment. All employment decisions will be made without consideration of race, color, national origin, sex, religion, disability, age or marital status, except as provided by law. To monitor and report compliance with equal employment opportunity policies, the Internal Equal Employment Opportunity Office will conduct monitoring efforts, including the on-site evaluation process which includes the review of organizational unit employment statistics and practices and ongoing quarterly follow-up with those unit heads regarding underrepresentation and disproportionate disciplinary actions.

When attempting to fill vacancies in categories with underrepresented women and minorities, effective recruitment strategies are essential in locating qualified female and/or minority applicants. Although NEOGOV is the primary source of recruitment of applicants, the appointing authority in coordination with the Department's Human Resources Office should continue to advertise vacancies in publications that would be logically read by potential female and/or minority applicants. Recruitment activities and vacancy announcements posted at universities and vocational schools are additional effective recruitment strategies hiring authorities should consider to recruit female and minority applicants in categories where underrepresentation exists.

The Department supports upward mobility and encourages managers to promote qualified employees, when possible, into EEO job categories where there is underrepresentation of minorities and/or females. Employment strategies, such as the cooperative education and summer student/internship programs, as well as the Transportation Engineering Associates (TEA) and Historically Black Colleges and Universities (HBCU) programs, are excellent ways to identify and recruit employees to meet parity goals. In addition, hiring managers can provide career development counseling to employees with outcomes documented in the training plan during the completion of the Performance Dashboard Appraisal (PDA). The expected result is a diverse pool of career applicants that can be considered for promotion.



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

PAT MCCRORY
GOVERNOR

1501 MAIL SERVICE CENTER, RALEIGH, N.C. 27699-1501

ANTHONY J. TATA
SECRETARY

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

As the Secretary of the North Carolina Department of Transportation (NCDOT), 1 South Wilmington Street, Raleigh, North Carolina 27601, I am personally committed to the principles and spirit of Equal Employment Opportunity (EEO) for all employees and employment applicants.

NCDOT prohibits creating a hostile or intimidating work environment. All personnel policies and practices are to be conducted in a work environment that is fair and free from discrimination and harassment. NCDOT also prohibits retaliatory actions against an employee or applicant for making a charge, testifying, assisting, or participating in any manner in a hearing, proceeding or investigation of employment discrimination.

Therefore, be it known that it is a fundamental policy of the Department to assure equal opportunity in Employment. Equal employment opportunity is for all individuals regardless of race, color, gender, religion, national origin, political affiliation, genetic information, age, or disability. Equal Employment Opportunity and Affirmative Action Programs are legal, social, and economic requirements for the success of the Department and as such, will continue to receive my personal attention and guidance. To further assure that appropriate program measures are implemented and monitored, I have designated John Eley as the Department's Affirmative Action Officer; he may be reached at 919-508-1804.


The Equal Opportunity/Affirmative Action Program will pervade all human resource practices including, but not limited to, recruiting, hiring, transfers, disciplinary actions, promotions, training, compensation, benefits, recognition, and all other terms and conditions of employment. Equal Employment Opportunity positively affects the development of our entire workforce, and active Affirmative Action Programs will provide a more positive employment environment, which benefits this Department and all of its employees.

For effective administration and implementation of the Equal Employment Opportunity Program, there must be involvement, commitment and support of executives, managers, and supervisors. My office has advised all Executives, Administrators, Division Directors, District Engineers, Branch/Unit Managers, and Supervisors that responsibility for positive implementation of the Affirmative Action Program will be expected and shared by all management and supervisory personnel. Executives, Administrators, Division Directors, District Engineers, Branch/Unit Managers and Supervisors have been further advised that they will be held accountable for their actions in this area and will be evaluated in carrying out these responsibilities.

Equal Employment Opportunity is not only the law, but it is fundamental to this Department's operations. I expect each employee and management to cooperate fully by integrating and promoting Equal Employment Opportunity at all levels.

As an expression of the commitment to and support of the North Carolina Department of Transportation's Affirmative Action Program, below is my signature, as Secretary of NCDOT.


Anthony J. Tata, Secretary


Date

NCDOT EEO POLICY STATEMENT

Please see an electronic version of the signed EEO Policy Statement at:

<https://inside.ncdot.gov/Employees/HRDocumentLibrary/Forms/HRManualV.aspx?RootFolder=%2FEmployees%2FHRDocumentLibrary%2FHR%20Manual%2F02%20Equal%20Opportunity&FolderCTID=0x01200030A844ED84164E4EBD74C86F5C61AF8F&View={C2E14967-FB24-4962-9A1E-FAACA1157F3E}>

Internal Dissemination

The Department is committed to ensuring that each employee is aware of his/her rights concerning affirmative action and discrimination policies. Supervisors and managers at all levels are responsible for familiarizing themselves with these policies and communicating them to their subordinates. Listed below is the manner in which the Affirmative Action Plan and related policies will be disseminated within the Department.

- The Department's Affirmative Action Plan, EEO policy statement, and Grievance procedure will be posted in all Department facilities and on the Department's intranet accessible to all employees.
- The Department's Affirmative Action Plan will be updated and re-distributed department-wide annually.
- The Employee Handbook includes an equal employment opportunity statement, which is distributed to and signed by all new employees.
- AAP training will be conducted with all DOT employees.

External Dissemination

- The state employment application form and recruitment documents will contain an equal employment opportunity statement.
- The Department's Affirmative Action Plan and related policies will be made available to interested parties on the NCDOT website at www.ncdot.gov and on the employee web portal at www.inside.ncdot.gov

DEFINITION OF TERMS

Affirmative Action- Specific actions in employment designed and taken to:

- Ensure equal opportunity.
- Eliminate barriers that prevent full participation in the workforce by members of racial/ethnic groups, women, and individuals with disabilities.
- Eliminate disparity in the workforce of members of racial/ethnic groups or women in all job families.
- Eliminate present effects of past discrimination.

Equal Employment Opportunity/Affirmative Action Plan- Is a comprehensive guide developed to reflect the Department's good faith efforts in ensuring equal opportunity for all. It also identifies areas of minority, women, and disabled persons underrepresentation, as well as evaluates and analyzes personnel actions such as new hires, promotions, training, and disciplinary actions in an effort to attain goals.

Availability- Availability involves the percentage and number of racial/ethnic group members, women, and individuals with a disability who are available to work and have the requisite job skills in the statewide labor market.

BEACON- BEACON is an acronym for Building Enterprise Access for North Carolina's Core Operational Needs. It is the state-wide business infrastructure system that standardized key business processes, including human resources, payroll, data storage, and accounting.

Career Status- Career status means a State employee or local government employee who is in a permanent position appointment and has been continuously employed by the State of North Carolina or local government in a position subject to the State Personnel Act for the immediate 24 preceding months.

Disability- A person who has a physical or mental impairment that substantially limits one or more major life activities; or has a record of such impairment; and/or is regarded as having such impairment.

Discrimination- Discrimination is the illegal or unequal treatment of a class of persons or of an individual based on his or her race, national origin, color, sex, religion, age or disability. Discrimination may involve a single act or it may involve a continuing policy or practice. Discrimination may be intentional or unintentional.

Disparate Impact- Disparate impact is the result of an employment policy, practice, or procedure that, in practical application, has less favorable consequences for a protected class than for the dominant group.

Disparate Treatment- Disparate treatment is employment practices, such as the use of tests or educational requirements, fair and neutral on their face, which are applied or administered in an unfair manner.

Diversity- Diversity is a broad concept that values all people equally, regardless of their differences.

Equal Employment Opportunity- Equal employment opportunity involves access to all available employment opportunities, under equal terms and conditions, with equal benefits and services without actions, policies, or practices that differentiate among applicants or employees on the basis of race, color, national origin, sex, age, religion, or disabling physical or mental condition.

Essential Functions- Essential functions involve fundamental job duties, tasks, or responsibilities which, if eliminated, would substantially alter the nature of the job.

Ethnic/Racial Minorities- The term minority includes people of the following racial/ethnic groups:

- Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin.
- Native American: All persons having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.

Goals- Goals are quantitative employment objectives with target dates employers voluntarily set to reduce or eliminate underrepresentation of protected classes in the workforce.

Good Faith Efforts- Good faith efforts are additional results-oriented efforts, such as, active and aggressive recruiting efforts designed to achieve diversity in the workplace.

NEOGOV- NEOGOV provides human capital management software-as-a-service applications for the public sector and higher education. It is the State's applicant tracking system.

Promotional Priority Consideration- Promotional priority consideration occurs when a current State employee who has achieved career status and an outside applicant have substantially equal qualifications. Substantial equal qualifications occurs when the employer cannot make a reasonable determination that the job-related qualifications held by one applicant are significantly better suited for the position than the job-related qualifications held by another applicant.

Retaliation- Retaliation is an employer or employee act in response to an employee's opposition to discrimination or participation in an investigation or proceeding involving charges of discrimination.

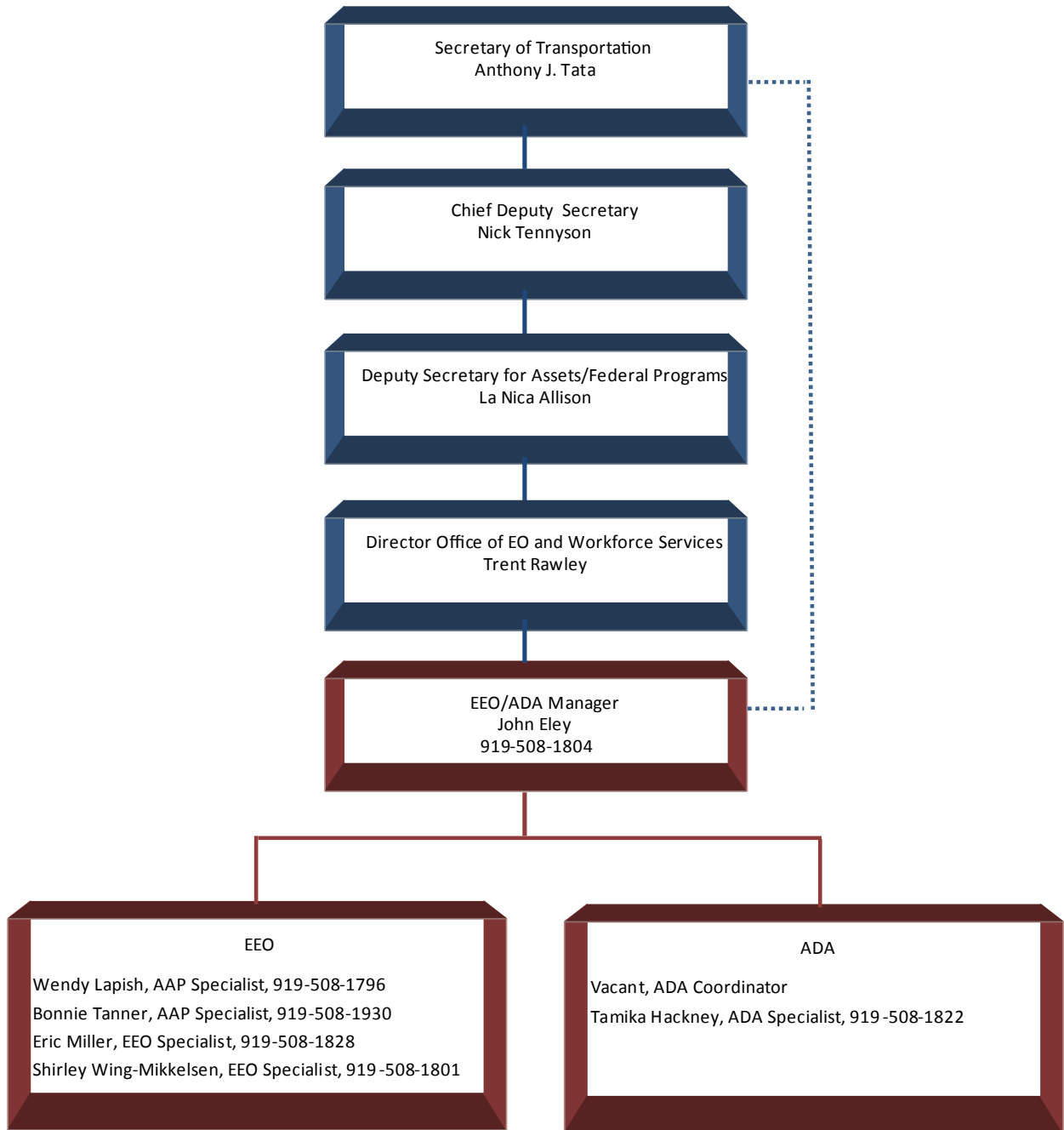
Underrepresentation- Underrepresentation occurs when there are fewer females, minorities, and persons with a disability in a particular job group than would be expected by their availability in the relevant labor force.

ACRONYMS

AA:	Affirmative Action
AAP:	Affirmative Action Plan
ADA:	Americans with Disabilities Act
ADAAA:	Americans with Disabilities Act Amendments Act of 2008
AIAN:	American Indian/Alaska Native
ALJ:	Administrative Law Judge
AS/PI:	Asian American/Pacific Islander
BEACON:	Building Enterprise Access for NC's Core Operation Needs
BOWD:	Business Opportunity and Workforce Development
CFR:	Code of Federal Regulations
CSC:	Customer Service Center
DBE:	Disadvantaged Business Enterprise
EEO:	Equal Employment Opportunity
EEOC:	Equal Employment Opportunity Commission
EIT:	Engineer-in-Training
EOWS:	NCDOT Equal Opportunity and Workforce Services Office (formerly the NCDOT Office of Civil Rights)
EPA:	Exempt from the State Personnel Act
FHWA:	Federal Highway Administration
FFY:	Federal Fiscal Year
FY:	Fiscal Year
GTP:	Global TransPark
HBCU:	Historically Black Colleges and Universities
HR:	Human Resources
MB/WB:	Minority Business/Women Business
NCDOT:	North Carolina Department of Transportation
NCGS:	North Carolina General Statutes
NCSPA:	North Carolina State Ports Authority
OJT:	On the Job Training
OSHR:	Office of State Human Resources
PDA:	Performance Dashboard Appraisal
SAP:	Systems Applications and Products (data processing)
SFY:	State Fiscal Year
SPA:	State Personnel Act
TEA:	Transportation Engineering Associate
USC:	United States Code

SECTION I, EXHIBIT 2: Organizational Chart

North Carolina Department of Transportation Office of Equal Opportunity and Workforce Services **EEO/ADA Unit**

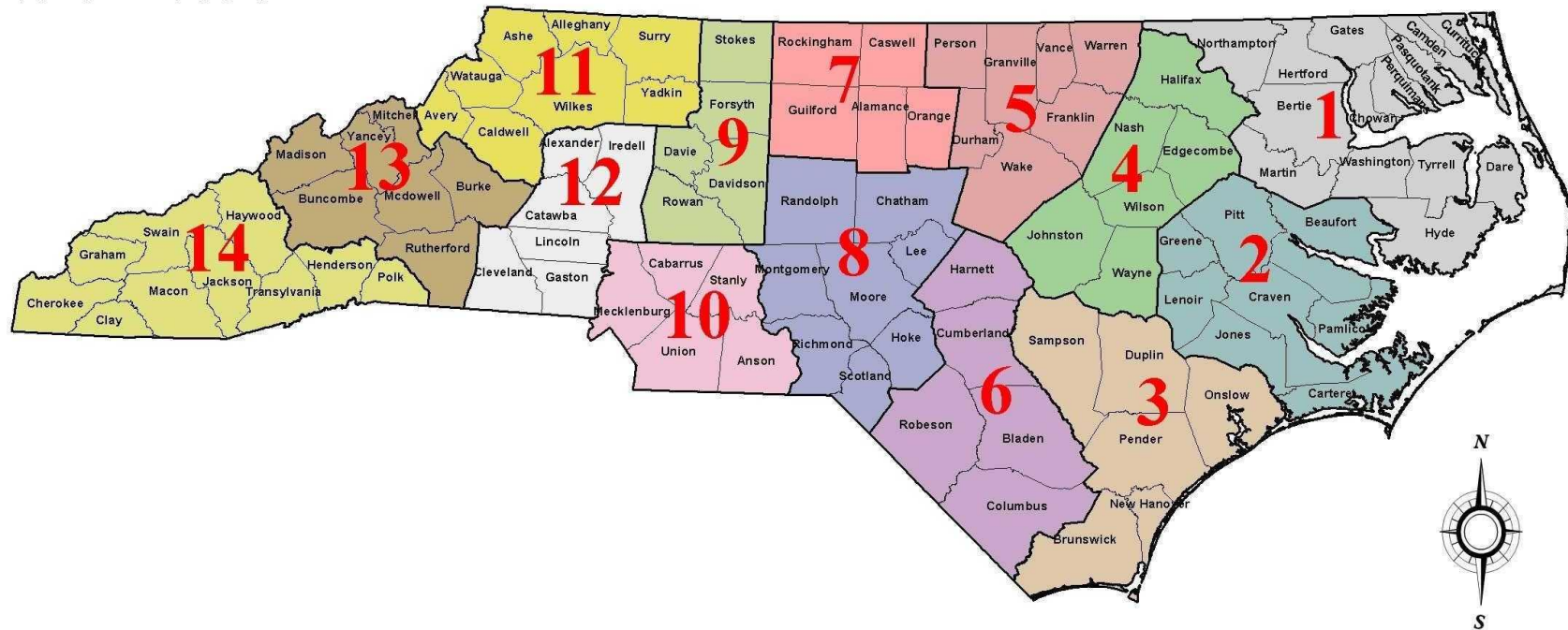


For a complete EOWS organizational chart, please see Appendix E.

SECTION I, EXHIBIT 2: Map of NCDOT Highway Divisions

Please view an interactive map of the 14 Highway Divisions at: <http://www.ncdot.gov/doh/>

NCDOT Divisions



SECTION II

Responsibilities for the EEO/AA Program
Federal & State Laws, Regulations & Directives

RESPONSIBILITIES FOR AFFIRMATIVE ACTION

Secretary

The Secretary of the North Carolina Department of Transportation has the overall responsibility for implementation of the North Carolina Department of Transportation's EEO/ AAP. The Secretary is responsible for ensuring management supports and promotes EEO/AAP. The Secretary appoints a responsible management-level individual who will be identified by name and job title in the Department's EEO/AAP as the Affirmative Action Officer. The Affirmative Action Officer shall have direct access to the Secretary.

The Secretary's responsibilities include, but are not limited to:

- Designating an official to assume responsibility for the operation and implementation of the Department's EEO/AAP.
- Ensuring equal opportunity is available to all employees and applicants regarding all terms, conditions, and privileges of employment.
- Ensuring the work environment supports and is consistent with the spirit and intent of the Department's EEO/AAP.
- Communicating the Department's EEO/AAP to all employees, applicants, and the general public.
- Providing the necessary resources to ensure the successful implementation and administration of the Department's EEO/AAP.
- Ensuring the development and implementation of policies, procedures, and programs necessary to achieve a workforce that reflects the State of North Carolina's labor force availability.

Affirmative Action Officer

The EEO Manager is the designated Affirmative Action Officer for the Department. The Affirmative Action Officer reports directly to the Director of the Office of Equal Opportunity and Workforce Services who reports to the Deputy Secretary for Assets and Federal Programs and has access to the Secretary of Transportation regarding matters relating to EEO/AAP. The Affirmative Action Officer's responsibilities include but are not limited to:

- Applying Federal laws, state statutes, policy regulations, and guidelines related to discrimination/retaliation in employment, affirmative action, and equal employment opportunity.
- Ensuring development of a written EEO/AAP and annual update reports.
- Reporting at least quarterly to the Secretary of NCDOT on the progress and deficiencies of each unit in relation to agency goals.
- Preparing an annual report for the Secretary of NCDOT on the progress and deficiencies of each unit.
- Ensuring dissemination of EEO/AAP internally and externally.
- Coordinating assistance to managers and supervisors in collecting and analyzing employment data, identifying problem areas, setting goals and timetables, and developing programs to

achieve goals. Programs should include specific remedies to eliminate any discriminatory practices discovered in the employment system.

- Coordinating the processing of discrimination/retaliation complaints.
- Ensuring the design, implementation, and monitoring of internal audit and reporting systems to measure program effectiveness and to determine where progress and deficiencies of each division are in relation to Department goals.

Director of Human Resources

The Director of Human Resources oversees:

- The hiring processes to ensure compliance with Departmental policies and procedures in support of EEO/AA goals.
- The orientation of new employees where they are provided and given the opportunity to read the EEO/AA policy during New Employee Orientation.

Managers and Supervisors

Managers' and supervisors' responsibilities include, but are not limited to:

- Reviewing training, hiring, promotion, disciplinary action, and termination patterns to monitor achievement of goals and objectives and to identify problem areas.
- Ensuring fair and unbiased interviewing and selection techniques.
- Conducting outreach recruitment efforts for protected class candidates.
- Ensuring protected group members are provided with equal opportunity for hiring, training, promotion, transfer, career counseling, and reasonable accommodation.
- Preventing any harassment of employees who are placed through affirmative action rights.
- Implementing the EEO/AAP.
- Holding subordinate managers and supervisors responsible and accountable for implementing the AAP.
- Developing timelines to implement affirmative action policies, programs and goals.

FEDERAL & STATE LAWS, REGULATIONS & DIRECTIVES

NCDOT is an equal employment opportunity employer and therefore is compliant with the following State and Federal laws and executive orders:

State

N.C.G.S. §126-16, State Personnel Act, requires state departments, agencies, universities, and local political subdivisions to give equal employment opportunity for employment and compensation without regard to race, sex, age 40+, color, national origin, religion, or disability, except where specific age, sex, or physical requirements constitute bona fide occupational qualifications.

N.C.G.S. §126-17 covers state and local government employees subject to the State Personnel Act. State departments, agencies, universities, political subdivisions, or their employees may not retaliate against employees protecting alleged violations of N.C.G.S. §126-16.

N.C.G.S. §143-422.2, Equal Employment Practice Act (Legislative Declaration), requires employers who regularly employ 15 or more employees to give all persons the right and opportunity to seek, obtain, and hold employment without discrimination or abridgement on account of race, religion, color, national origin, age, sex, or persons with disabilities.

Executive Order 14, Amendment to Executive Order 18, May 7, 2009 requires agencies and departments with 500 or more employees to have a full-time EEO Manager and one EEO Specialist for every 500-1500 employees.

HB834 made a number of changes to the State Human Resources System, including a new grievance procedure. (See APPENDIX B for a summary of changes.)

Federal

Title VII of the Civil Rights Act of 1964, as amended, covers employers with 15 or more employees in Federal, State and local government and private employment. Neither the employer nor its representatives shall discriminate in selection, promotion, compensation, fringe benefits, training, or other conditions of employment based on race, sex, color, religion, and national origin. Employers or their representatives may not intimidate, discipline, discharge, or otherwise harass a person because he/she has filed a complaint, instituted proceedings, assisted in an investigation, or formally objected to discriminatory practices, regardless whether the charges or objections are valid or invalid.

Executive Order 11246 covers employers holding Federal contracts or sub-contracts of \$10,000 or more. Neither the employer nor its representatives may discriminate in selection, promotion, compensation, fringe benefits, training, or other conditions of employment because of race, color, sex, religion, or national origin. A written affirmative action plan for minorities and women is required of employers with Federal contracts of \$50,000 or more.

Age Discrimination in Employment Act of 1967 covers any employer with 20 or more employees who work 20 or more calendar weeks in a calendar year. Neither employer nor employer's representatives

may fail, refuse to hire, or to discharge any individual or otherwise discriminate with respect to his compensation, terms, conditions, or privileges of employment because of such individual's age.

Equal Pay Act of 1963 prohibits discrimination on the basis of sex in the provision of salary or fringe benefits where work is equal or in work that requires equal skill, effort, and responsibility and is performed under the same working conditions.

Genetic Information Act of 2008 prohibits discrimination on the basis of genetic information and bars employers from using individuals' genetic information when making hiring, firing, job placement, or promotion decisions.

Americans with Disabilities Act Amendments Act of 2008 covers public and private employers with 15 or more employees. Equal employment opportunity must be provided to qualified individuals with disabilities in all employment-related activities. Employers are required to provide reasonable accommodations for a disability when needed in order for a qualified employee to perform the essential functions of the job. Employers must also provide a reasonable accommodation for an applicant when the accommodation is needed in order for the applicant to have equal opportunity in the application process.

SECTION III

North Carolina at a Glance

EEO-4 Federal Job Categories

NCDOT Job Group Analysis

NCDOT's Workforce Agency-Wide Analysis

NCDOT Personnel Activities

NCDOT Net Changes in Employment Agency-Wide Analysis

Exhibit 1: NCDOT Job Titles by EEO Category

Exhibit 2: Workforce Analyses of 14 Highway Divisions

NORTH CAROLINA AT A GLANCE

The US Census Bureau reports that as of 2010, North Carolina is estimated to have 9,848,060 residents. Of that total, 4,640,230 are estimated to be in the civilian workforce. Table 3.1 is a summary of North Carolina's 2010 Census of population and employment by ethnic group and gender.

Table 3.1: 2010 Census of Population and Employment by Ethnic Group and Gender

State of <u>North Carolina</u>	Total Number	Percent	Male	Percent Total Population	Female	Percent Total Population
Total Population	4,640,230	100.00	2,409,220	51.92	2,231,010	48.08
White	3,165,610	68.22	1,664,645	35.87	1,500,965	32.35
Black	938,545	20.23	424,600	9.15	513,945	11.08
Hispanic	340,630	7.34	219,985	4.74	120,645	2.60
American Indian	42,115	0.91	20,820	0.45	21,295	0.46
Asian/Pacific Islander	97,590	2.10	52,235	1.13	45,355	0.98
Some other race	55,740	1.20	26,935	0.58	28,805	0.62

EEO-4 FEDERAL JOB CATEGORIES

The EEOC established job categories for the purpose of analyzing an employer's workforce. All NCDOT job titles fall within one of the eight Federal EEO-4 job group categories as defined below. (Definitions are from the U.S. EEOC website at: <http://www.eeoc.gov/employers/eeo4survey/e4instruct.cfm>.) Section 3, Exhibit I identifies each NCDOT job title by its EEO category.

1. **Officials and Administrators:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.
2. **Professionals:** Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.
3. **Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
4. **Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces.
5. **Paraprofessionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept.
6. **Administrative Support (Including Clerical and Sales):** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
7. **Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
8. **Service-Maintenance:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and ground keepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

NCDOT JOB GROUP ANALYSIS

The EEO-4 Report provides a job group analysis of NCDOT's workforce. It provides the number of employees at NCDOT during the fiscal year by job category, salary, race, and gender. The EEO-4 Report for fiscal year ending June 30, 2013 is included with the job group analysis.

Table 3.2 Job Group Analysis for the Period July 1, 2012 through June 30, 2013

1. FULL-TIME EMPLOYEES												
FUNCTION 02 - STREETS AND HIGHWAYS			MALE					FEMALE				
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMNS B-K)	WHITE	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	WHITE	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
	A	B	C	D	E	F	G	H	I	J	K	
OFFICIALS ADMINISTRATORS	1. \$ 0.1 - \$15.9											
	2. \$16.0 - \$19.9											
	3. \$20.0 - \$24.9											
	4. \$25.0 - \$32.9											
	5. \$33.0 - \$42.9											
	6. \$43.0 - \$54.9	4	1	1					2			
	7. \$55.0 - \$69.9	15	10					3	2			
	8. \$70.0 - Plus	65	38	7				16	4			
PROFESSIONALS	9. \$ 0.1 - \$15.9											
	10. \$16.0 - \$19.9											
	11. \$20.0 - \$24.9											
	12. \$25.0 - \$32.9	147	45	18	1	3		46	29	3	1	1
	13. \$33.0 - \$42.9	675	211	57	10	2	2	233	142	11	5	2
	14. \$43.0 - \$54.9	589	274	52	3	16	4	164	64	3	8	1
	15. \$55.0 - \$69.9	781	479	65	6	27	7	149	28	3	16	1
	16. \$70.0 - Plus	1,042	709	61	4	64	6	139	45	3	11	
TECHNICIANS	17. \$ 0.1 - \$15.9											
	18. \$16.0 - \$19.9											
	19. \$20.0 - \$24.9	5	4					1				
	20. \$25.0 - \$32.9	152	124	12	1	1	2	10	2			
	21. \$33.0 - \$42.9	554	410	40	4	6	10	63	21			
	22. \$43.0 - \$54.9	728	569	47	4	9	16	70	5	2	3	3
	23. \$55.0 - \$69.9	190	156	13	2	2	2	12	2		1	
	24. \$70.0 - Plus											
PROTECTIVE SERVICE	25. \$ 0.1 - \$15.9											
	26. \$16.0 - \$19.9											
	27. \$20.0 - \$24.9											
	28. \$25.0 - \$32.9	19	14					5				
	29. \$33.0 - \$42.9	14	11	1	1			1				
	30. \$43.0 - \$54.9	126	101	6	3			12	4			
	31. \$55.0 - \$69.9	31	24	2		1		4				
	32. \$70.0 - Plus	15	12	1	1	1						

1. FULL-TIME EMPLOYEES												
FUNCTION 02 - STREETS AND HIGHWAYS			MALE					FEMALE				
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMNS B-K)	WHITE	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	WHITE	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
		A	B	C	D	E	F	G	H	I	J	K
PARA-PROFESSIONALS	33. \$ 0.1 - \$15.9											
	34. \$16.0 - \$19.9											
	35. \$20.0 - \$24.9											
	36. \$25.0 - \$32.9											
	37. \$33.0 - \$42.9	1	1									
	38. \$43.0 - \$54.9											
	39. \$55.0 - \$69.9											
ADMINISTRATIVE SUPPORT	40. \$70.0 - Plus											
	41. \$ 0.1 - \$15.9											
	42. \$16.0 - \$19.9											
	43. \$20.0 - \$24.9	16	4	2				7	2	1		
	44. \$25.0 - \$32.9	689	72	39	2	1	3	407	143	7	5	10
	45. \$33.0 - \$42.9	448	51	10			1	287	91	3	1	4
	46. \$43.0 - \$54.9	16	2					11	3			
SKILLED CRAFT	47. \$55.0 - \$69.9											
	48. \$70.0 - Plus											
	49. \$ 0.1 - \$15.9											
	50. \$16.0 - \$19.9											
	51. \$20.0 - \$24.9	126	86	28	2			8	2			
	52. \$25.0 - \$32.9	2,320	1,684	481	30	1	50	56	12	3		3
	53. \$33.0 - \$42.9	2,114	1,656	320	15	3	79	31	7			3
SERVICE MAINTENANCE	54. \$43.0 - \$54.9	705	608	68	4	2	16	6				1
	55. \$55.0 - \$69.9	175	145	17	2	1	10					
	56. \$70.0 - Plus											
	57. \$ 0.1 - \$15.9											
	58. \$16.0 - \$19.9											
	59. \$20.0 - \$24.9	4	2	1				1				
	60. \$25.0 - \$32.9	25	11	7				1	6			
	61. \$33.0 - \$42.9	6	4	1				1				
	62. \$43.0 - \$54.9	1	1									
	63. \$55.0 - \$69.9											
	64. \$70.0 - Plus											
65. TOTAL FULL TIME (LINES 1 - 64)		11,798	7,519	1,357	95	140	208	1,744	616	39	51	29

2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)												
FUNCTION 02 - STREETS AND HIGHWAYS			MALE					FEMALE				
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMNS B-K)	WHITE	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	WHITE	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
		A	B	C	D	E	F	G	H	I	J	K
66. Officials/Admin												
67. Professionals		35	20	1			1	11	1	1		
68. Technicians		95	78	7	2			7	1			
69. Protective Service		19	17		1			1				
70. Para-professional												
71. Admin. Support		52	9		1			34	7	1		
72. Skilled Craft		455	351	80	4		9	10	1			
73. Service/Maintenance		76	57	11	1			6	1			
74. Total Other Than Full Time (Lines 66 - 73)		732	532	99	9		10	69	11	2		
3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30												
75. Officials/Admin		2	1	1								
76. Professionals		252	130	33	5	9	1	47	20	4	3	
77. Technicians		89	69	6	2	1		11				
78. Protective Service		39	30		2		1	5	1			
79. Para-professional												
80. Admin. Support		103	19	7	1			58	16	1	1	
81. Skilled Craft		692	542	106	8		12	18	6			
82. Service/Maintenance		72	53	10	1			8				
83. Total New Hires (Lines 75 - 82)		1,249	844	163	19	10	14	147	43	5	4	

Source: BEACON data from several data sources per EEOC specifications. Filters used by the Office of State Controller to prepare the EEO-4 Report result in differences between the EEO-4 Report and other BEACON Reports, such as B0031.

NCDOT's WORKFORCE AGENCY-WIDE ANALYSIS

Table 3.3 (NCDOT's Agency-Wide Workforce) is a brief overview of NCDOT's workforce for the State FY ending June 30, 2013. The database of employees and resultant employee count used in this plan were obtained from the BEACON reporting system that included permanent, exempt, probationary, and time-limited employees at the time. For the State's fiscal year beginning July 1, 2012 and ending June 30, 2013, NCDOT had 11,763 full-time employees in its workforce. Males totaled 9,155 (77.83%), females totaled 2,429 (20.65%), and minorities totaled 2,494 (21.20%).

Table 3.3 reflects the composition of NCDOT's employees in each of the EEO job categories by race, sex, and workforce percentage. Section 3, Exhibits 3.1 through 3.14, provide a Workforce Analysis of NCDOT's 14 Highway Divisions.

Table 3.3: NCDOT's Agency-Wide Workforce as of June 2013

	White Male	White Female	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Female	AIAN Male	AIAN Fem	Ethn Unk	Total Mnrt	Total Male	Total Fem	Total
Officials and Administrators															
Number and %	47	17	8	9	2		1				4	20	58	26	88
Employed at DOT	53.4	19.3	9.1	10.2	2.3		1.1				4.5	22.7	65.9	29.5	100.0
Professional															
Number and %	1,690	719	252	307	24	23	112	41	19	5	46	783	2,097	1,095	3,238
Employed at DOT	52.2	22.2	7.8	9.5	0.7	0.7	3.5	1.3	0.6	0.2	1.4	24.3	64.8	33.8	100.0
Technician															
Number and %	1,263	155	112	30	11	2	18	4	30	3	12	210	1,434	194	1,640
Employed at DOT	77.0	9.5	6.8	1.8	0.7	0.1	1.1	0.2	1.8	0.2	0.7	12.8	87.4	11.8	100.0
Protective Services															
Number and %	145	21	9	4	5		2				10	20	161	25	196
Employed at DOT	74.0	10.7	4.6	2.0	2.6		1.0				5.1	10.2	82.1	12.8	100.0
Paraprofessional															
Number and %	1												1		1
Employed at DOT	100.0												100.0		100.0
Administrative Support															
Number and %	125	688	50	236	1	11	1	6	4	14	49	323	181	955	1,185
Employed at DOT	10.5	58.1	4.2	19.9	0.1	0.9	0.1	0.5	0.3	1.2	4.1	27.3	15.3	80.6	100.0
Skilled Craft															
Number and %	4,100	98	884	19	51	3	6		155	7	54	1,125	5,196	127	5,377
Employed at DOT	76.3	1.8	16.4	0.4	0.9	0.1	0.1		2.9	0.1	1.0	20.9	96.6	2.4	100.0
Service and Maintenance															
Number and %	18	3	9	4							4	13	27	7	38
Employed at DOT	47.4	7.9	23.7	10.5							10.5	34.2	71.1	18.4	100.0
Overall Results															
Number and %	7389	1701	1324	609	94	39	140	51	208	29	179	2494	9155	2429	11763
Employed at DOT	62.8	14.5	11.3	5.2	0.8	0.3	1.2	0.4	1.8	0.2	1.5	21.2	77.8	20.6	100.0

Source: BEACON Report B0178-F (Note: Total Male column and Overall Results category were manually entered as the report does not automatically generate this data.)

Officials & Administrators

Males have the highest total of employees in the Officials & Administrators job group, totaling 58 employees (65.9%). There are 26 female (29.5%) and 20 minority (22.7%) employees in this job group.

Professionals

Males have the highest total of employees in the Professionals job group, totaling 2,097 employees (64.8%). There are 1,095 female (33.8%) and 783 minority (24.3%) employees in this job group.

Technicians

Males have the highest total of employees in the Technicians job group, totaling 1,434 employees (87.4%). There are 194 female (11.8%) and 210 minority (12.8%) employees.

Protective Services

Males have the highest total of employees in the Protective Services job group, totaling 161 employees (82.1%). There are 25 female (12.8%) and 20 minority (10.2%) employees.

Para-Professionals

One white male is employed in this job group.

Administrative Support

Females have the highest total of employees in the Administrative Support job group, totaling 955 employees (80.6%). There are 181 males (15.3%) in this category and 323 minorities (27.3%).

Skilled Craft

Males have the highest total of employees in the Skilled Craft job group, totaling 5,196 employees (96.6%). There are 127 female (2.4%) and 1,125 minority (20.9%) employees.

Service and Maintenance

The Service and Maintenance job group has 27 male (71.1%), 7 female (18.4%), and 13 minority (34.2%) employees.

A comparative employment analysis between the civilian labor force data provided by the US Census Bureau for 2010 and NCDOT's workforce for the fiscal year ending June 2013 indicates that minorities are underrepresented in NCDOT's workforce in the Technician, Protective Services, Administrative Support (slightly), Skilled Craft, and Service and Maintenance categories. Females are underrepresented in all categories except Administrative Support. (See Table 3.4 below) The 2010 US Census civilian labor force data provides a benchmark of the civilians that are considered to be employable by the US Census Bureau by position. This data is then compared to NCDOT's employment percentages to determine if minorities and females are underrepresented in NCDOT's workforce by EEO-4 job categories.

Table 3.4 Comparative Analysis of NCDOT and NC State-Wide Expected Labor Force as of June 2013

	White Male	White Female	Black Male	Black Fem	Hisp Male	Hisp Fem	Asian Male	Asian Female	AIAN Male	AIAN Fem	Ethn Unk	Total Mnrt	Total Male	Total Fem	Total
Officials and Administrators															
Number and %	47	17	8	9	2		1				4	20	58	26	88
Employed at DOT	53.4	19.3	9.1	10.2	2.3		1.1				4.5	22.7	65.9	29.5	100.0
Number and % Expected	46	26	5	6	2	1	1	1	0	0		15	54	34	
Based on NC Labor Force	52.50	30.00	5.40	6.30	2.00	1.10	1.30	0.80	0.40	0.30		17.6	61.36	38.5	
Over/Under Occ Rep	1	-9	3	3	0	-1	0	-1	0	0		5	4	-8	
Professional															
Number and %	1,690	719	252	307	24	23	112	41	19	5	46	786	2,097	1,095	3,238
Employed at DOT	52.2	22.2	7.8	9.5	0.7	0.7	3.5	1.3	0.6	0.2	1.4	24.3	64.8	33.8	100.0
Number and % Expected	1,117	1,376	165	359	42	62	52	42	6	16		745	1,382	1,855	
Based on NC Labor Force	34.50	42.50	5.10	11.10	1.30	1.90	1.60	1.30	0.20	0.50		23.0	42.68	57.3	
Over/Under Occ Rep	573	-657	87	-52	-18	-39	60	-1	13	-11		41	715	-760	
Technician															
Number and %	1,263	155	112	30	11	2	18	4	30	3	12	210	1,434	194	1,640
Employed at DOT	77.0	9.5	6.8	1.8	0.7	0.1	1.1	0.2	1.8	0.2	0.7	12.8	87.4	11.8	100.0
Number and % Expected	423	776	95	251	11	28	16	20	3	13		438	548	1,087	
Based on NC Labor Force	25.80	47.30	5.80	15.30	0.70	1.70	1.00	1.20	0.20	0.80		26.7	33.41	66.3	
Over/Under Occ Rep	840	-621	17	-221	0	-26	2	-16	27	-10		-228	886	-893	
Protective Services															
Number and %	145	21	9	4	5		2				10	20	161	25	196
Employed at DOT	74.0	10.7	4.6	2.0	2.6		1.0				5.1	10.2	82.1	12.8	100.0
Number and % Expected	112	25	32	19	4	2	1	0	1	0		59	150	46	
Based on NC Labor Force	57.20	12.70	16.20	9.80	2.00	0.80	0.40	0.10	0.60	0.20		30.1	76.53	23.6	
Over/Under Occ Rep	33	-4	-23	-15	1	-2	1	0	-1	0		-39	11	-21	
Paraprofessional															
Number and %	1												1		1
Employed at DOT	100.0												100.0		100.0
Number and % Expected	0	0	0	0	0	0	0	0	0	0		0	0	0	
Based on NC Labor Force	39.70	36.10	7.70	11.40	3.60	1.10	0.20	0.20	0.00	0.00		24.2	0.00	48.8	
Over/Under Occ Rep	1	0	0	0	0	0	0	0	0	0		0	1	0	
Administrative Support															
Number and %	125	688	50	236	1	11	1	6	4	14	49	323	181	955	1,185
Employed at DOT	10.5	58.1	4.2	19.9	0.1	0.9	0.1	0.5	0.3	1.2	4.1	27.3	15.3	80.6	100.0
Number and % Expected	200	643	81	191	14	31	6	12	2	6		342	303	883	
Based on NC Labor Force	16.90	54.30	6.80	16.10	1.20	2.60	0.50	1.00	0.20	0.50		28.9	25.57	74.5	
Over/Under Occ Rep	-75	45	-31	45	-13	-20	-5	-6	2	8		-19	-122	72	
Skilled Craft															
Number and %	4,100	98	884	19	51	3	6		155	7	54	1,126	5,196	127	5,377
Employed at DOT	76.3	1.8	16.4	0.4	0.9	0.1	0.1		2.9	0.1	1.0	20.9	96.6	2.4	100.0
Number and % Expected	2,834	446	855	263	699	140	48	27	59	11		2,102	4,495	887	
Based on NC Labor Force	52.70	8.30	15.90	4.90	13.00	2.60	0.90	0.50	1.10	0.20		39.1	83.60	16.5	
Over/Under Occ Rep	1,266	-348	29	-244	-648	-137	-42	-27	96	-4		-976	701	-760	
Service and Maintenance															
Number and %	18	3	9	4							4	13	27	7	38
Employed at DOT	47.4	7.9	23.7	10.5							10.5	34.2	71.1	18.4	100.0
Number and % Expected	8	13	4	7	2	2	0	0	0	0		17	14	24	
Based on NC Labor Force	20.50	35.40	10.70	19.10	5.40	5.30	1.00	1.30	0.30	0.90		44.0	36.84	62.0	
Over/Under Occ Rep	10	-10	5	-3	-2	-2	0	0	0	0		-4	13	-17	

Source: BEACON Report B0178-F (Note: Total Male column was manually entered as the report does not automatically generate this data.)

Table 3.4a represents North Carolina's state-wide expected labor force availability based on 2010 census data.

Table 3.4a NC State-Wide Expected Labor Force Availability Based on 2010 Census Data

White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT MNRT	TOT FEM
36.3	32.7	9.3	11.2	4.8	2.6	1.1	1.0	0.5	0.5		31.0	48.0

Source: BEACON Report B0184-F

Table 3.4b NCDOT's Total Agency -Wide Workforce Representation as of June 2013

White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem
62.8	14.5	11.3	5.2	0.8	0.3	1.2	0.4	1.8	0.2	1.5	21.2	20.6

Source: BEACON Report B0178-F

A closer look at the classes representing 2% or more of North Carolina's civilian workforce indicates that:

White males represent 36.3% of North Carolina's civilian labor force and 62.8% of NCDOT's workforce. They are overrepresented in all the categories except Administrative Support where they are underrepresented.

Black males represent 9.3% of North Carolina's civilian labor force and 11.3% of NCDOT's workforce. They are overrepresented in the Officials and Administrators, Professional, Technician, Skilled Craft, and Service and Maintenance categories and underrepresented in the Protective Services and Administrative Support categories.

Hispanic males represent 4.8% of North Carolina's civilian labor force and 0.8% of NCDOT's workforce. They are overrepresented in the Officials and Administrators and Protective Services categories (slightly) and underrepresented in the Professional, Administrative Support, Skilled Craft and Service and Maintenance categories.

White females represent 32.7% of North Carolina's civilian labor force and 14.5% of NCDOT's workforce. They are overrepresented in the Administrative Support category and underrepresented in all other categories.

Black females represent 11.2% of North Carolina's civilian labor force and 5.2% of NCDOT's workforce. They are overrepresented in the Officials and Administrators and Administrative Support categories and underrepresented in all other categories.

Hispanic females represent 2.6% of North Carolina's civilian labor force and 0.3% of NCDOT's workforce. They are underrepresented in all categories.

NCDOT PERSONNEL ACTIVITIES

New Hires

NCDOT had a total of 380 new hires during the State FY ending June 30, 2013. Of that total, 65 were minorities, representing 17.1%. Minorities make up 21.2% of NCDOT's workforce and 31.0% of North Carolina's civilian labor force, so they are underrepresented as compared to their new hire percentage of 17.1%. There were 69 female new hires, representing 18.2%. Females make up 20.6% of NCDOT's workforce and 48.0% of North Carolina's civilian labor force, so they too are underrepresented as compared to their new hire percentage of 18.2%.

A closer look at the classes representing 2% or more of North Carolina's civilian workforce indicates that:

White males represent 36.3% of North Carolina's civilian labor force and 62.8% of NCDOT's workforce. They represented 167 (43.9%) of all the new hires, so they were overrepresented as compared to their North Carolina civilian labor force percentage and underrepresented compared to their NCDOT workforce percentage.

Black males represent 9.3% of North Carolina's civilian labor force and 11.3% of NCDOT's workforce. They represented 27 (7.1%) of all the new hires, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic males represent 4.8% of North Carolina's civilian labor force and 0.8% of NCDOT's workforce. They represented 3 (0.8%) of all the new hires, so they were underrepresented as compared to their North Carolina civilian labor force percentage and equally represented compared to their NCDOT workforce percentage.

White females represent 32.7% of North Carolina's civilian labor force and 14.5% of NCDOT's workforce. They represented 43 (11.3%) of all the new hires, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Black females represent 11.2% of North Carolina's civilian labor force and 5.2% of NCDOT's workforce. They represented 20 (5.3%) of all the new hires, so they were underrepresented as compared to their North Carolina civilian labor force percentage and slightly overrepresented compared to their NCDOT workforce percentage.

Hispanic females represent 2.6% of North Carolina's civilian labor force and 0.3% of NCDOT's workforce. They represented 2 (0.5%) of all new hires, so they were underrepresented as compared to their North Carolina civilian labor force percentage and slightly overrepresented compared to their NCDOT workforce percentage.

Table 3.5: New Hires Agency-Wide Analysis for Period July 2012 through June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT MALE	TOT FEM
Officials and Administrators															
Employees	47	17	8	9	2		1				4	88	20	58	26
% Represented	53.41	19.32	9.09	10.23	2.27		1.14				4.55	100.00	22.73	65.91	29.55
New Hires		1	1								3	5	1	1	1
% Represented		20.00	20.00								60.00	100.00	20.00	20.00	20.00
Professional															
Employees	1,690	719	252	307	24	23	112	41	19	5	46	3,238	783	2,097	1,095
% Represented	52.19	22.21	7.78	9.48	0.74	0.71	3.46	1.27	0.59	0.15	1.42	100.00	24.18	64.76	33.82
New Hires	29	14	8	8		2	5	3			35	104	26	42	27
% Represented	27.88	13.46	7.69	7.69		1.92	4.81	2.88			33.65	100.00	25.00	40.38	25.96
Technician															
Employees	1,263	155	112	30	11	2	18	4	30	3	12	1,640	210	1,434	194
% Represented	77.01	9.45	6.83	1.83	0.67	0.12	1.10	0.24	1.83	0.18	0.73	100.00	12.80	87.44	11.83
New Hires	29	3	1								4	37	1	30	3
% Represented	78.38	8.11	2.70								10.81	100.00	2.70	81.08	8.11
Protective Services															
Employees	145	21	9	4	5		2				10	196	20	161	25
% Represented	73.98	10.71	4.59	2.04	2.55		1.02				5.10	100.00	10.20	82.14	12.76
New Hires	11	2		1	1				1		3	19	3	13	3
% Represented	57.89	10.53		5.26	5.26				5.26		15.79	100.00	15.79	68.42	15.79
Paraprofessional															
Employees	1											1		1	
% Represented	100.00											100.00		100.00	
New Hires															
% Represented															
Administrative Support															
Employees	125	688	50	236	1	11	1	6	4	14	49	1,185	323	181	955
% Represented	10.55	58.06	4.22	19.92	0.08	0.93	0.08	0.51	0.34	1.18	4.14	100.00	27.26	15.27	80.59
New Hires	9	23	4	9				1			46	92	14	13	33
% Represented	9.78	25.00	4.35	9.78				1.09			50.00	100.00	15.22	14.13	35.87
Skilled Craft															
Employees	4,100	98	884	19	51	3	6		155	7	54	5,377	1,125	5,196	127
% Represented	76.25	1.82	16.44	0.35	0.95	0.06	0.11		2.88	0.13	1.00	100.00	20.92	96.63	2.36
New Hires	89		13	2	2				3		13	122	20	107	2
% Represented	72.95		10.66	1.64	1.64				2.46		10.66	100.00	16.39	87.70	1.64
Service and Maintenance															
Employees	18	3	9	4							4	38	13	27	7
% Represented	47.37	7.89	23.68	10.53							10.53	100.00	34.21	71.05	18.42
New Hires											1	1		0	
% Represented											100.00	100.00		0.00	
Overall Totals															
Employees	7,389	1,701	1,324	609	94	39	140	51	208	29	179	11,763	2,494	9,155	2,429
% Represented	62.82	14.46	11.26	5.18	0.80	0.33	1.19	0.43	1.77	0.25	1.52	100.00	21.20	77.83	20.65
New Hires	167	43	27	20	3	2	5	4	4		105	380	65	206	69
% Represented	43.95	11.32	7.11	5.26	0.79	0.53	1.32	1.05	1.05		27.63	100.00	17.11	54.21	18.16

Source: BEACON Report B0031

Promotions

NCDOT had a total of 538 promotions during the State FY ending June 30, 2013. Of that total, 114 were minorities, representing 21.2%. Minorities make up 21.2% of NCDOT's workforce and 31.0% of North Carolina's civilian labor force, so they are equally represented when comparing their promotion percentage to their NCDOT workforce percentage but underrepresented when comparing it to their civilian labor force percentage. There were 184 females promoted, representing 34.2%. Females make up 20.6% of NCDOT's workforce and 48.0% of North Carolina's civilian labor force, so they are overrepresented when comparing their promotion percentage to their NCDOT workforce percentage but underrepresented when comparing it to their civilian labor force percentage.

A closer look at the classes representing 2% or more of North Carolina's civilian workforce indicates that:

White males represent 36.3% of North Carolina's civilian labor force and 62.8% of NCDOT's workforce. They represented 310 (57.6%) of all the promotions, so they were overrepresented as compared to their North Carolina civilian labor force percentage and underrepresented compared to their NCDOT workforce percentage.

Black males represent 9.3% of North Carolina's civilian labor force and 11.3% of NCDOT's workforce. They represented 28 (5.2%) of all the promotions, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic males represent 4.8% of North Carolina's civilian labor force and 0.8% of NCDOT's workforce. They represented 4 (0.7%) of all the promotions, so they were underrepresented as compared to their North Carolina civilian labor force percentage and slightly underrepresented compared to their NCDOT workforce percentage.

White females represent 32.7% of North Carolina's civilian labor force and 14.5% of NCDOT's workforce. They represented 111 (20.6%) of all the promotions, so they were underrepresented as compared to their North Carolina civilian labor force percentage and overrepresented as compared to their NCDOT workforce percentage.

Black females represent 11.2% of North Carolina's civilian labor force and 5.2% of NCDOT's workforce. They represented 65 (12.1%) of all the promotions, so they were overrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic females represent 2.6% of North Carolina's civilian labor force and 0.3% of NCDOT's workforce. They represented 3 (0.6%) of all the promotions, so they were underrepresented as compared to their North Carolina civilian labor force percentage and slightly overrepresented compared to their NCDOT workforce percentage.

Table 3.6 Promotions Agency-Wide Analysis for Period July 2012 through June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT MALE	TOT FEM
Officials and Administrators															
Employees	47	17	8	9	2		1				4	88	20	58	26
% Represented	53.41	19.32	9.09	10.23	2.27		1.14				4.55	100.00	22.73	65.91	29.55
Promotions	5			3	1							9	4	6	3
% Represented	55.56			33.33	11.11							100.00	44.44	66.67	33.33
Professional															
Employees	1,690	719	252	307	24	23	112	41	19	5	46	3,238	783	2,097	1,095
% Represented	52.19	22.21	7.78	9.48	0.74	0.71	3.46	1.27	0.59	0.15	1.42	100.00	24.18	64.76	33.82
Promotions	128	53	13	38	1	3	4	4	2	1		247	66	148	99
% Represented	51.82	21.46	5.26	15.38	0.40	1.21	1.62	1.62	0.81	0.40		100.00	26.72	59.92	40.08
Technician															
Employees	1,263	155	112	30	11	2	18	4	30	3	12	1,640	210	1,434	194
% Represented	77.01	9.45	6.83	1.83	0.67	0.12	1.10	0.24	1.83	0.18	0.73	100.00	12.80	87.44	11.83
Promotions	92	12	4	9	2						1	120	15	98	21
% Represented	76.67	10.00	3.33	7.50	1.67						0.83	100.00	12.50	81.67	17.50
Protective Services															
Employees	145	21	9	4	5		2				10	196	20	161	25
% Represented	73.98	10.71	4.59	2.04	2.55		1.02				5.10	100.00	10.20	82.14	12.76
Promotions	9											9		9	
% Represented	100.00											100.00		100.00	
Paraprofessional															
Employees	1											1		1	
% Represented	100.00											100.00		100.00	
Promotions															
% Represented															
Administrative Support															
Employees	125	688	50	236	1	11	1	6	4	14	49	1,185	323	181	955
% Represented	10.55	58.06	4.22	19.92	0.08	0.93	0.08	0.51	0.34	1.18	4.14	100.00	27.26	15.27	80.59
Promotions	3	44	2	15							2	66	17	5	59
% Represented	4.55	66.67	3.03	22.73							3.03	100.00	25.76	7.58	89.39
Skilled Craft															
Employees	4,100	98	884	19	51	3	6		155	7	54	5,377	1,125	5,196	127
% Represented	76.25	1.82	16.44	0.35	0.95	0.06	0.11		2.88	0.13	1.00	100.00	20.92	96.63	2.36
Promotions	73	2	9						3			87	12	85	2
% Represented	83.91	2.30	10.34						3.45			100.00	13.79	97.70	2.30
Service and Maintenance															
Employees	18.00	3	9	4							4	38	13	27	7
% Represented	47.37	7.89	23.68	10.53							10.53	100.00	34.21	71.05	18.42
Promotions														0	
% Represented														0.00	
Overall Results															
Employees	7,389	1,701	1,324	609	94	39	140	51	208	29	179	11,763	2,494	9,155	2,429
% Represented	62.82	14.46	11.26	5.18	0.80	0.33	1.19	0.43	1.77	0.25	1.52	100.00	21.20	77.83	20.65
Promotions	310	111	28	65	4	3	4	4	5	1	3	538	114	351	184
% Represented	57.62	20.63	5.20	12.08	0.74	0.56	0.74	0.74	0.93	0.19	0.56	100.00	21.19	65.24	34.20

Source: BEACON Report B0031

Terminations

NCDOT terminated a total of 78 employees during the State FY ending June 30, 2013. Of that total, 25 were minorities, representing 32.1%. Minorities make up 21.2% of NCDOT's workforce and 31.0% of North Carolina's civilian labor force, so they are overrepresented when comparing their termination percentage to both their NCDOT workforce percentage and their civilian labor force percentage. There were 7 females terminated, representing 8.9%. Females make up 20.6% of NCDOT's workforce and 48.0% of North Carolina's civilian labor force, so they are underrepresented when comparing their termination percentage to both their NCDOT workforce percentage and their civilian labor force percentage.

A closer look at the classes representing 2% or more of North Carolina's civilian workforce indicates that:

White males represent 36.3% of North Carolina's civilian labor force and 62.8% of NCDOT's workforce. They represented 47 (60.3%) of all the terminations, so they were overrepresented as compared to their North Carolina civilian labor force percentage and slightly underrepresented compared to their NCDOT workforce percentage.

Black males represent 9.3% of North Carolina's civilian labor force and 11.3% of NCDOT's workforce. They represented 24 (30.8%) of all the terminations, so they were overrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic males represent 4.8% of North Carolina's civilian labor force and 0.8% of NCDOT's workforce. They represented 0 (0.00%) of all the terminations, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and their NCDOT workforce percentage.

White females represent 32.7% of North Carolina's civilian labor force and 14.5% of NCDOT's workforce. They represented 6 (7.7%) of all the terminations, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and their NCDOT workforce percentage.

Black females represent 11.2% of North Carolina's civilian labor force and 5.2% of NCDOT's workforce. They represented 1 (1.3%) of all the terminations, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic females represent 2.6% of North Carolina's civilian labor force and 0.3% of NCDOT's workforce. They represented 0 (0.00%) of all the terminations, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and their NCDOT workforce percentage.

Table 3.7: Terminations Agency-Wide Analysis for Period July 2012 through June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT MALE	TOT FEM
Officials and Administrators															
Actions												0	0	0	0
% Represented													0.00	0.00	0.00
Professional															
Actions	1	1	3	1								6	4	4	2
% Represented	16.67	16.67	50.00	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	66.67	66.67	33.33
Technician															
Actions	4		1									5	1	5	0
% Represented	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	20.00	100.00	0.00
Protective Services															
Actions		1	1									2	1	1	1
% Represented	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00	50.00	50.00
Paraprofessional															
Actions												0	0	0	0
% Represented													0.00	0.00	0.00
Administrative Support															
Actions	2	3										0	5	0	3
% Represented	40.00	60.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	40.00	60.00
Skilled Craft															
Actions	36		19									55	19	55	0
% Represented	65.45	0.00	34.55	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	34.55	100.00	0.00
Service and Maintenance															
Actions	4	1										5	0	4	1
% Represented	80.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	80.00	20.00
Overall Results															
Actions	47	6	24	1	0	0	0	0	0	0	0	78	25	71	7
% Represented	60.26	7.69	30.77	1.28	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	32.05	91.03	8.97

Source: BEACON Report 0006 (Included Involuntary Separations and Dismissals for gross inefficiency, unsatisfactory job performance, and conduct.)

Demotions

NCDOT demoted a total of 3 employees during the State FY ending June 30, 2013. Of that total, none were minorities. There was 1 White female demoted, representing 33.33% and 2 White males, representing 66.67%. Since the numbers are not statistically significant, no further analysis was conducted.

Table 3.8 Demotions Agency-Wide Analysis for Period July 2012 through June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT MALE	TOT FEM
Officials and Administrators															
Demotions												0	0	0	0
% Represented													0.00	0.00	0.00
Professional															
Demotions	1											1	0	1	0
% Represented	100.00											100.00	0.00	100.00	0.00
Technician															
Demotions												0	0	0	0
% Represented													0.00	0.00	0.00
Protective Services															
Demotions		1										1	0	0	1
% Represented		100.00										100.00	0.00	0.00	100.00
Paraprofessional															
Demotions												0	0	0	0
% Represented													0.00	0.00	0.00
Administrative Support															
Demotions												0	0	0	0
% Represented												0.00	0.00	0.00	0.00
Skilled Craft															
Demotions												0	0	0	0
% Represented												0.00	0.00	0.00	0.00
Service and Maintenance															
Demotions	1											1	0	1	0
% Represented	100.00											100.00	0.00	100.00	0.00
Overall Results															
Demotions	2	1	0	0	0	0	0	0	0	0	0	3	0	2	1
% Represented	66.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	66.67	33.33

Source: BEACON Report B0006

Disciplinary Actions

NCDOT disciplined a total of 367 employees during the State FY ending June 30, 2013. Of that total, 100 were minorities, representing 27.3%. Minorities make up 21.2% of NCDOT's workforce and 31.0% of North Carolina's civilian labor force, so they are overrepresented as compared to their NCDOT workforce percentage and underrepresented when compared to their civilian labor force percentage. There were 54 females disciplined, representing 14.7%. Females make up 20.6% of NCDOT's workforce and 48.0% of North Carolina's civilian labor force, so they are underrepresented when comparing their disciplinary action percentage to both their NCDOT workforce percentage and their civilian labor force percentage.

A closer look at the classes representing 2% or more of North Carolina's civilian workforce indicates that:

White males represent 36.3% of North Carolina's civilian labor force and 62.8% of NCDOT's workforce. They represented 226 (61.6%) of all the disciplinary actions, so they were overrepresented as compared to their North Carolina civilian labor force percentage and slightly underrepresented compared to their NCDOT workforce percentage.

Black males represent 9.3% of North Carolina's civilian labor force and 11.3% of NCDOT's workforce. They represented 81 (22.1%) of all the disciplinary actions, so they were overrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic males represent 4.8% of North Carolina's civilian labor force and 0.8% of NCDOT's workforce. They represented 2 (0.5%) of all the disciplinary actions, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and their NCDOT workforce percentage.

White females represent 32.7% of North Carolina's civilian labor force and 14.5% of NCDOT's workforce. They represented 39 (10.6%) of all the disciplinary actions, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and their NCDOT workforce percentage.

Black females represent 11.2% of North Carolina's civilian labor force and 5.2% of NCDOT's workforce. They represented 15 (4.1%) of all the disciplinary actions, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and to their NCDOT workforce percentage.

Hispanic females represent 2.6% of North Carolina's civilian labor force and 0.3% of NCDOT's workforce. They represented 0 (0.00%) of all the disciplinary actions, so they were underrepresented as compared to both their North Carolina civilian labor force percentage and their NCDOT workforce percentage.

Table 3.9 Disciplinary Actions Agency-Wide Analysis for Period July 1, 2012 through June 30, 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT MALE	TOT FEM
Officials and Administrators															
Actions												0	0	0	0
% Represented													0.00	0.00	0.00
Professional															
Actions	21	8	5	9								43	14	26	17
% Represented	48.84	18.60	11.63	20.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	32.56	60.47	39.53
Technician															
Actions	38	5	3	1					1			48	5	42	6
% Represented	79.17	10.42	6.25	2.08	0.00	0.00	0.00	0.00	2.08	0.00	0.00	100.00	10.42	87.50	12.50
Protective Services															
Actions	3	2	3	2								10	5	6	4
% Represented	30.00	20.00	30.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	50.00	60.00	40.00
Paraprofessional															
Actions												0	0	0	0
% Represented													0.00	0.00	0.00
Administrative Support															
Actions	6	15	1	2							1	25	3	7	17
% Represented	24.00	60.00	4.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	100.00	12.00	28.00	68.00
Skilled Craft															
Actions	155	8	67	1	2				1		1	235	71	225	9
% Represented	65.96	3.40	28.51	0.43	0.85	0.00	0.00	0.00	0.43	0.00	0.43	100.00	30.21	95.74	3.83
Service and Maintenance															
Actions	3	1	2									6	2	5	1
% Represented	50.00	16.67	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	33.33	83.33	16.67
Overall Results															
Actions	226	39	81	15	2	0	0	0	2	0	2	367	100	311	54
% Represented	61.58	10.63	22.07	4.09	0.54	0.00	0.00	0.00	0.54	0.00	0.54	100.00	27.25	84.74	14.71

Source: BEACON Report B0051

NCDOT NET CHANGES IN EMPLOYMENT
AGENCY-WIDE ANALYSIS
July 2012 – June 2013

Table 3.10 represents the net changes in NCDOT's workforce from FY 2012 to FY 2013. Total employment decreased by 125 from 11,888 employees in 2012 to 11,763 employees in 2013 or by <1.05%>. Minority employment decreased by 43 from 2,537 to 2,494 or by <1.69%>. Female employment decreased by 54 from 2,483 to 2,429 or by <2.17%>.

A closer look at the classes representing 2% or more of North Carolina's civilian workforce indicates that:

White males increased their representation in the Officials and Administrators, Protective Services and Services and Maintenance categories. They remained unchanged in the Paraprofessional category. They showed a decrease in all other categories, representing an overall decrease of 1.64%.

Black males increased their representation in the Officials and Administrators and Administrative Support categories and remained unchanged in the Paraprofessional and Service and Maintenance categories. They showed a decrease in all other categories, representing an overall decrease of 3.57%.

Hispanic males increased their representation in the Officials and Administrators and Protective Services and remained unchanged in the Technician, Paraprofessional, Skilled Craft, and Service and Maintenance categories. They showed a decrease in the Professional and Administrative Support categories, representing a zero net change overall.

White females increased their representation in the Officials and Administrators and Protective Services categories and remained unchanged in the Paraprofessional and Service and Maintenance categories. They showed a decrease in all other categories, representing an overall decrease of 3.57%.

Black females increased their representation in the Officials and Administrators, Professional, and Skilled Craft categories and remained unchanged in the Protective Services, Paraprofessional, and Service and Maintenance categories. They showed a decrease in the Technician and Administrative Support categories. Black females did, however, show an overall increase in percentage employed of 1.67%.

Hispanic females increased their representation in the Professional category and remained unchanged in the Officials and Administrators, Technician, Protective Services, Paraprofessional, and Service and Maintenance categories. They showed a decrease in the Administrative Support and Skilled Craft categories, representing an overall decrease of 9.30%.

Table 3.10 NCDOT Net Changes in Employment for Periods Ending June 2012 and June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT MALES	TOT FEM
Officials and Administrators															
Employees 2012	27	14	5	6	1	0	0	0	0	0	1	54	12	33	20
Employees 2013	47	17	8	9	2	0	1	0	0	0	4	88	20	58	26
Net Difference	20	3	3	3	1	0	1	0	0	0	3	34	8	25	6
% Difference	74.07	21.43	60.00	50.00	100.00	0.00	100.00	0.00	0.00	0.00	300.00	62.96	66.67	75.76	30.00
Professional															
Employees 2012	1,708	738	255	283	25	22	109	39	20	5	10	3,214	758	2,117	1,087
Employees 2013	1,690	719	252	307	24	23	112	41	19	5	46	3,238	783	2,097	1,095
Net Difference	-18	-19	-3	24	-1	1	3	2	-1	0	36	24	25	-20	8
% Difference	-1.05	-2.57	-1.18	8.48	-4.00	4.55	2.75	5.13	-5.00	0.00	360.00	0.75	3.30	-0.94	0.74
Technician															
Employees 2012	1,299	157	119	33	11	2	18	4	33	3	7	1,686	223	1,480	199
Employees 2013	1,263	155	112	30	11	2	18	4	30	3	12	1,640	210	1,434	194
Net Difference	-36	-2	-7	-3	0	0	0	0	-3	0	5	-46	-13	-46	-5
% Difference	-2.77	-1.27	-5.88	-9.09	0.00	0.00	0.00	0.00	-9.09	0.00	71.43	-2.73	-5.83	-3.11	-2.51
Protective Services															
Employees 2012	143	13	11	4	4		2				7	184	21	160	17
Employees 2013	145	21	9	4	5		2				10	196	20	161	25
Net Difference	2	8	-2	0	1	0	0	0	0	0	3	12	-1	1	8
% Difference	1.40	61.54	-18.18	0.00	25.00	0.00	0.00	0.00	0.00	0.00	42.86	6.52	-4.76	0.63	47.06
Paraprofessional															
Employees 2012	1											1	0	1	0
Employees 2013	1											1	0	1	0
Net Difference	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% Difference	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Support															
Employees 2012	127	732	44	252	2	15	1	5	4	13	4	1,199	336	178	1,017
Employees 2013	125	688	50	236	1	11	1	6	4	14	49	1,185	323	181	955
Net Difference	-2	-44	6	-16	-1	-4	0	1	0	1	45	-14	-13	3	-62
% Difference	-1.57	-6.01	13.64	-6.35	-50.00	-26.67	0.00	20.00	0.00	7.69	1125.00	-1.17	-3.87	1.69	-6.10
Skilled Craft															
Employees 2012	4,190	107	930	17	51	4	6		158	8	43	5,514	1,174	5,335	136
Employees 2013	4,100	98	884	19	51	3	6		155	7	54	5,377	1,125	5,196	127
Net Difference	-90	-9	-46	2	0	-1	0	0	-3	-1	11	-137	-49	-139	-9
% Difference	-2.15	-8.41	-4.95	11.76	0.00	-25.00	0.00	0.00	-1.90	-12.50	25.58	-2.48	-4.17	-2.61	-6.62
Service and Maintenance															
Employees 2012	17	3	9	4							3	36	13	26	7
Employees 2013	18	3	9	4							4	38	13	27	7
Net Difference	1	0	0	0	0	0	0	0	0	0	1	2	0	1	0
% Difference	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	5.56	0.00	3.85	0.00
Overall Result															
Employees 2012	7,512	1,764	1,373	599	94	43	136	48	215	29	75	11,888	2,537	9,330	2,483
Employees 2013	7,389	1,701	1,324	609	94	39	140	51	208	29	179	11,763	2,494	9,155	2,429
Net Difference	-123	-63	-49	10	0	-4	4	3	-7	0	104	-125	-43	-175	-54
% Difference	-1.64	-3.57	-3.57	1.67	0.00	-9.30	2.94	6.25	-3.26	0.00	138.67	-1.05	-1.69	-1.88	-2.17

Source: BEACON Report B0031 for Employees 2012 and Employees 2013

**SECTION III, EXHIBIT 1: NCDOT Job Titles by
EEO Category**

NCDOT's FTE Positions
Officials and Administrators
Accounting Manager
Agency General Counsel II
Agency/University HR Director III
Assistant Commissioner
Assistant Director Ferry Operations
Assistant Director Maintenance & Materials
Attorney Supervisor II
Audit Manager
Chief Deputy II
Chief Deputy IV
Chief Operating Officer
Commissioner of Motor Vehicles
Community Development Planner III
Community Liaison-DOT Planning & Program
Community Planner Team Leader
Departmental Purchasing & Services Off
Departmental Services Director
Deputy Secretary of Transit
Director Ferry Division
Director of Administrative Analysis
DMV Assistant Director
DMV Director
DOT Archaeologist Supervisor
DOT Civil Rights Director
DOT Coordinator of Strategic Initiatives
Dot Historic Architect Supervisor
DOT Logistics Director
DOT Right Of Way Branch Manager
DOT-Director of Safety & Loss Control
Driver License Regional Chief Examiner
Engineering Director
Environmental Manager II
Environmental Supervisor IV
Equipment Plant and Maintenance Manager

Executive Director NC Turnpike Authority
Fiscal Executive
GTP-Executive Director / CFO
Highway Safety Program Coordinator
Marine Field Maintenance Superintendent
Marine Shipyard Superintendent
NCSPA-Chief Commercial Officer
NCSPA-Chief Executive Officer
NCSPA-Chief Financial Officer
NCSPA-Deputy Executive Director
NCSPA-Dir. Community Econ Develop
NCSPA-Director, Engineering & Maintenance
NCSPA-Director, Finance
NCSPA-Director, Info. Technology
NCSPA-Director, Liner Sales
NCSPA-VP, Liner Sales
Personnel Director II
Personnel Supervisor II
Secretary Of Transportation
State Equipment Superintendent
Toll Revenue Manager, NCTA
Transportation Program Director
Transportation Program Manager
Transportation Program Section Chief
Triangle Exp Roadway Operations Manager
Professional
Accountant
Accounting Director
Accounting Technician
Administrative Assistant II
Administrative Assistant II - TL
Administrative Assistant III
Administrative Officer I
Administrative Officer I TL
Administrative Officer II
Administrative Officer III
Agency Safety Program Director III
Application Solutions Architect
Archaeologist II
Architect Supervisor

Artist Illustrator II
Artist Illustrator III
Assistant Attorney General
Assistant Director of Traffic Records
Assistant R/W Unit Supervisor
Attorney I
Attorney II
Attorney III
Attorney IV
Audit Manager
Auditor
Aviation Safety Specialist I
Bus Off/Director CSC and Fin Control
Business Systems Analyst
Business & Technology Application Analyst
Business & Technology Application Specialist
Business And Technology Application Tech
Business Officer
Business Services Coordinator
Business Systems Analyst
Chemist I
Chemist II
Chief Financial Officer NCTPA
Community Development Specialist I
Community Development Specialist II
Community Planner I
Community Planner II
Community Planner III
CSC Liaison Specialist, NCTA
Data Processing Operations Assistant
Database Analyst
Departmental Purchasing Agent I
Departmental Purchasing Agent II
Departmental Purchasing Agent III
Departmental Purchasing Officer III
Departmental Purchasing Officer IV
Deputy Director Public Affairs
Dir. of Outreach and Community Affairs
Director Of Operations NCTPA
Director of Public Affairs III

Division Bridge Mgr. Engineer
DMV Enforcement Hearings Officer
DOT Assistant Right Of Way Unit Supervisor
DOT Assistant Right Of Way Branch Manager
DOT Permits Director
DOT Right of Way Appraiser Unit Supervisor
DOT Right of Way Unit Supervisor II
DOT/Commerce Liaison
Driver Education Field Supervisor
Driver Education Program Specialist
Driver Education Specialist
Driver License District Supervisor
Driver License Examiner
Driver License Senior Examiner
Economist IV
Engineer
Engineer (Advanced)
Engineering Manager
Engineering Supervisor
Engineering/Architectural Supervisor
Environmental Program Consultant
Environmental Program Supervisor II
Environmental Program Supervisor III
Environmental Senior Specialist
Environmental Senior Technician
Environmental Specialist
Environmental Supervisor
Environmental Supervisor III
EO Compliance Specialist
Executive Air Operations Supervisor II
Executive Pilot II
Federal Legislative Programs Coordinator
GTP-Accounting Technician (Temp)
GTP-Airport Director
GTP-Controller
GTP-Information Technology/Facility Dir.
GTP-Marketing & Communications Manager
Historic Preservation/Restoration Spec II
Industrial Hygienist
Information & Communication Specialist I

Information & Communications Spec II
Information & Communications Spec III
Information Technology Director
Information Technology Executive
Information Technology Manager
Information Technology Manager B/T
Interoperability Manager, NCTA
Inventory Systems Analyst
IT Compliance Officer
IT Director
IT Manager B&T Applications
IT Manager Networking
IT Manager Systems
IT Manager Tech Support
IT Manager-General
Legislative Affairs Program Manager
Librarian II
Management Engineer I
Management Engineer II
Management Engineer III
Manager Liability Insurance
Marine Quality Assurance Specialist
MB/WB Development Specialist
Motor Vehicle Field Supervisor
Motor Vehicle Registration Field Supervisor
NCSPA -IT Specialist
NCSPA- Sr. Director External Affairs
NCSPA Server Administrator
NCSPA -Technology Manager
NCSPA-Account Executive
NCSPA-Accounting Supervisor
NCSPA-Applications Dev. Manager
NCSPA-Asst. Facilities Manager
NCSPA-Buyer
NCSPA-Com & PC Spt Manager
NCSPA-Container Terminal Manager
NCSPA-Controller
NCSPA-Crane Dept. Supervisor
NCSPA-Customer Service Manager
NCSPA-Director Port Ops & Bus Dev MHC

NCSPA-Dir. Break-Bulk & Bulk Marketing
NCSPA-Dir., Planning & Development
NCSPA-Director, Communications
NCSPA-Director, Materials Management
NCSPA-Director, Real Estate
NCSPA-Environmental Supervisor
NCSPA-Financial Analyst
NCSPA-Human Resources Generalist
NCSPA-HUMAN RESOURCES MANAGER
NCSPA-Inv. Supply Supervisor
NCSPA-IT Systems Analyst
NCSPA-Manager CIT
NCSPA-Market Specialist
NCSPA-Mgr, Equip & Fac. Maintenance - SPA
NCSPA-Mgr, General Cargo Operations
NCSPA-Mgr, Cranes & Equip Maintenance
NCSPA-Network Engineer
NCSPA-Payroll Systems Manager
NCSPA-Safety Officer
NCSPA-Security Technology Specialist
NCSPA-Senior Mgr, Port Operations
NCSPA-Senior Project Manager –Engineer
NCSPA-Senior Project Manager-IT
NCSPA-Senior Purchasing Agent
NCSPA-System Administrator
NCSPA-VP, Administration
Networking Analyst
Networking Specialist
Nurse Consultant
Operations and Systems Analyst
Operations and Systems Specialist
Personnel Analyst I
Personnel Analyst II
Personnel Analyst III
Personnel Officer II
Personnel Supervisor I
Personnel Technician II
Personnel Technician III
Photographer II
Pilot

Public Relations Officer
Railroad Safety Inspector
Real Property Agent II
Right of Way Agent I
Right of Way Agent II
Right of Way Agent Supervisor I
Right of Way Agent Supervisor II
Right of Way Appraiser I
Right of Way Appraiser II
Right of Way Appraiser III
Right of Way Area Agent
Right of Way Division Agent
Right of Way Unit Supervisor I
Safety Consultant I
Safety Consultant II
Safety Engineer
Safety Officer I
Safety Officer II
SAP Team Lead
Special Assistant for Policy
Special Assistant NC Turnpike Authority
Special Assistant State Hwy Administrator
Staff Development Coordinator
Staff Development Specialist I
Staff Development Specialist I - TL
Staff Development Specialist II
Staff Development Specialist III
Student Co-op
Technology and Support Analyst
Technology Support Specialist
Transportation Agent
Transportation Planner I
Transportation Planner II
Transportation Planner III
Transportation Program Consultant I
Transportation Program Consultant II
Transportation Program Consultant III
Turnpike Marketing Manager
W/A Ferry Operations Manager II
W/A Management Engineer II

W/A Personnel Analyst I
W/A Right of Way Agent Supervisor I
Waste Management Analyst
Technician
Chemistry Technician II
Chemistry Technician III
Engineering Architectural Technician
Engineering Assistant
Engineering Technician
Engineering Technician (Contributing)
Engineering/Architectural Technician
Environmental Senior Technician
GTP-Info Technology Tech (Temp)
NCSPA Yard Operations Specialist
Networking Technician
Paralegal I
Paralegal II
Radio Communications Engineer
Right of Way Technician
Student Co-op
Technical Support Technician
Technical Trainer II
Technical Trainer III
Technology Support Technician
Title Examiner Supervisor I
Title Examining Supervisor I TL
Title Examining Supervisor II
Title Examining Supervisor III
Protective Services
Law Enforcement Agent
Law Enforcement Director
Law Enforcement Manager
Law Enforcement Supervisor
NCSPA-Chief of Police
NCSPA-Police Corporal
NCSPA-Police Officer
NCSPA-Police Sergeant
NCSPA-Security Officer
Property Guard
Seasonal Security Guard

Security Guard
Paraprofessional
Multimedia Designer
Administrative Support
Accounting Clerk V
Administrative Assistant I
Administrative Officer I
Administrative Secretary II
Administrative Secretary III
Administrative Services Assistant V
Executive Assistant I
GTP-Administrative Assistant
GTP-Administrative Assistant (Temp)
GTP-Receptionist / Secretary
Highway Equipment Office Manager
Information Processing Assistant II
Information Processing Technician
Information Processing Technician I TL
Lead Worker III
Lead Worker V
Mail Center Supervisor II
Mail Clerk II
NCSPA-Accounting Clerk
NCSPA-Administrative Assistant I
NCSPA-Administrative Assistant II
NCSPA-Cargo Coordinator
NCSPA-Checker
NCSPA-Chief Clerk
NCSPA-Container Yard Specialist
NCSPA-Editorial Assistant
NCSPA-Engineering Services Assistant
NCSPA-Executive Admin. Assistant
NCSPA-Finance & Accounting Asst.
NCSPA-Gate Coordinator
NCSPA-Human Resource Coordinator
NCSPA-Intern
NCSPA-Inventory Control Coordinator
NCSPA-Lead Billing Clerk
NCSPA-Office Services Clerk
NCSPA-Service Coordinator

NCSPA-Yard Inventory Specialist
NCSPA-Yard Operations Technician
Office Aide
Office Assistant II
Office Assistant III
Office Assistant IV
Office Manager NCTPA
Office Services Supervisor I
Personnel Assistant III
Personnel Assistant V
Personnel Technician I
Processing Assistant
Processing Assistant II
Processing Assistant III
Processing Assistant III TL
Processing Assistant IV
Processing Assistant IV - TL
Processing Assistant V
Processing Unit Supervisor IV
Processing Unit Supervisor V
Program Assistant IV
Program Assistant V
Right of Way Aide
Seasonal Processing Assistant III
Stock Clerk I
Stock Clerk II
Warehouse Manager I
Word Processing Center Supervisor V
Word Processor IV
Skilled Craft
Aircraft Maintenance Supervisor
Aircraft Mechanic
Area Equipment Superintendent
Auto Body Mechanic
Auto Painter
Bridge Operator
Carpenter II
Carpenter Supervisor II
Dredge Deckhand
Dredge Engineer

Dredge Lever Operator
Dredge Superintendent
Electronics Technician
Electronics Technician I
Electronics Technician II
Electronics Technician III
Equipment Superintendent
Explosives Specialist
Facility Maintenance Supervisor III
Facility Maintenance Supervisor IV
Ferry Chief Engineer
Ferry Crew Member I
Ferry Crew Member II
Ferry Master
Ferry Oiler
Ferry Operations Manager II
Ferry Superintendent
Fleet Support Specialist
General Utility Worker
GTP-Airport Maintenance Supervisor
GTP-Airport Ops Maintenance Technician
HVAC Mechanic
Long Distance Truck Driver
Machine Operator V
Machinist
Machinist Supervisor
Maintenance Mechanic I
Maintenance Mechanic II
Maintenance Mechanic III
Maintenance Mechanic IV
Maintenance Mechanic V
Marine Dock Master
Marine Electrician
Marine Hull Supervisor
Marine Machinist
Marine Mechanic
Marine Mechanic Supervisor I
Marine Mechanic Supervisor II
Marine Painter
Marine Painter Supervisor

Marine Pipefitter
Marine Sandblaster Chipper
Marine Ship fitter
Marine Welder
Mechanic
NCSPA - Facilities Welder
NCSPA Crane Electrical Supervisor
NCSPA- Crane Operator
NCSPA Electrician
NCSPA- Engineering Design Tech
NCSPA Equipment Operator I
NCSPA- Equipment Operator II
NCSPA Maintenance Mechanic
NCSPA-Bulk Handling Supervisor
NCSPA-Cargo Control Supervisor
NCSPA-Cargo Handling Supervisor
NCSPA-Cargo Specialist
NCSPA-Chief, Ship Loader Operator
NCSPA-construction Inspector
NCSPA-Container Interchange Sup
NCSPA-Crane Electrician
NCSPA-Crane Foreman
NCSPA-Crane Maintenance Mechanic III
NCSPA-Crane Maintenance Supervisor
NCSPA-Crane Operator
NCSPA-Crane Supervisor
NCSPA-Electrician
NCSPA-Equipment Maintenance Supervisor
NCSPA-Equipment Operator I
NCSPA-Equipment Operator II
NCSPA-Equipment Operator III
NCSPA-Equipment Operator IV
NCSPA-Equipment Operator/Clerk
NCSPA-Equipment Operator/Mechanic
NCSPA-Facilities Maintenance Supervisor
NCSPA-Facilities Maintenance Welder
NCSPA-Facilities Mechanic
NCSPA-General Services Team Leader
NCSPA-Lumber Products Supervisor
NCSPA-Maintenance Mechanic

NCSPA-Operations Team Leader
NCSPA-Shed Supervisor
NCSPA-Steel Yard Supervisor
NCSPA-Utilities Management Specialist
NCSPA-Utility Worker
NCSPS-Electrician
Plant Maintenance Supervisor I
Plant Maintenance Supervisor III
Printing Unit Supervisor II
Radio Engineer I
Radio Engineer II
Railroad Safety Supervisor
Seasonal Ferry Chief Engineer
Seasonal Ferry Crew Member I
Seasonal Ferry Crew Member II
Seasonal Ferry Master
Seasonal Ferry Oiler
Seasonal Maintenance Mechanic IV
Seasonal Marine Electrician
Seasonal Marine Mechanic
Seasonal Marine Painter
Seasonal Marine Sand Blaster Chipper
Seasonal Trades Worker II
Trades Worker I

Trades Worker II
Trades Worker Supervisor II
Transportation Equipment Tech Co-op
Transportation Supervisor
Transportation Worker
Transportation Worker I
Transportation Worker/IMAP
Vehicle Body Shop Supervisor
Vehicle Equipment Repair Tech Supervisor
Vehicle Equipment Repair Technician
Vehicle Equipment Repair Technician Co-O
Vehicle Operator II
Vehicle Operator III
Vehicle/equipment Repair Technician
Welder II
Service and Maintenance
Ferry Mate
General Utility Worker
GTP-Custodian
Marine Planning & Scheduling Supervisor
Seasonal General Utility Worker

Source: BEACON Report B0149 (All FTE positions by title and EEO Category)

SECTION III, EXHIBIT 2: Workforce Analyses of 14 Highway Divisions

Exhibit 2.1 NCDOT Highway Division 1 Workforce Analysis

Snapshot of Division 1 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 1		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	11	25.58	1,095	33.8	Yes
Technicians	66.3	4	7.14	194	11.8	Yes
Adm Support	74.5	31	91.18	955	80.6	No
Skilled Craft	16.5	7	1.76	127	2.4	Yes
Svc/Main	62.0	0	0.00	7	18.4	Yes
Overall	48.0	53	9.91	2,429	20.6	Yes

Snapshot of Division 1 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 1		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	3	6.98	783	24.3	Yes
Technicians	26.7	4	7.14	210	12.8	Yes
Adm Support	28.9	4	11.76	323	27.3	Yes
Skilled Craft	39.1	149	37.53	1,125	20.9	Yes
Svc/Main	44.0	2	50.00	13	34.2	No
Overall	31.0	162	30.28	2,494	21.2	Yes (slightly)

Division 1 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	30	10	1	1	1							43	3	11
% Represented	69.77	23.26	2.33	2.33	2.33							100.00	6.98	25.58
Technicians														
Employees	49	3	3	1								56	4	4
% Represented	87.50	5.36	5.36	1.79								100.00	7.14	7.14
Administrative Support														
Employees	3	27		4								34	4	31
% Represented	8.82	79.41		11.76								100.00	11.76	91.18
Skilled Craft														
Employees	241	5	143	2	2				2		2	397	149	7
% Represented	60.71	1.26	36.02	0.50	0.50				0.50		0.50	100.00	37.53	1.76
Service and Maintenance														
Employees	2		2									4	2	
% Represented	50.00		50.00									100.00	50.00	
Overall Results														
Employees	326	45	149	8	3				2		2	535	162	53
% Represented	60.93	8.41	27.85	1.50	0.56				0.37		0.37	100.00	30.28	9.91

Source: BEACON Report B0031

Exhibit 2.2 NCDOT Highway Division 2 Workforce Analysis

Snapshot of Division 2 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 2		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	8	17.78	1,095	33.8	Yes
Technicians	66.3	6	10.17	194	11.8	Yes
Adm Support	74.5	27	81.82	955	80.6	No
Skilled Craft	16.5	9	2.62	127	2.4	Yes
Svc/Main	62.0	0	0.00	7	18.4	Yes
Overall	48.0	50	10.35	2,429	20.6	Yes

Snapshot of Division 2 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 2		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	5	11.11	783	24.3	Yes
Technicians	26.7	8	13.56	210	12.8	Yes
Adm Support	28.9	6	18.18	323	27.3	Yes
Skilled Craft	39.1	111	32.36	1,125	20.9	Yes
Svc/Main	44.0	1	50.00	13	34.2	No
Overall	31.0	131	27.12	2,494	21.2	Yes

Division 2 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	33	7	2	1			2					45	5	8
% Represented	73.33	15.56	4.44	2.22			4.44					100.00	11.11	17.78
Technicians														
Employees	45	6	8									59	8	6
% Represented	76.27	10.17	13.56									100.00	13.56	10.17
Administrative Support														
Employees	3	23	2	3		1					1	33	6	27
% Represented	9.09	69.70	6.06	9.09		3.03					3.03	100.00	18.18	81.82
Skilled Craft														
Employees	221	7	105	2	3				1		4	343	111	9
% Represented	64.43	2.04	30.61	0.58	0.87				0.29		1.17	100.00	32.36	2.62
Service and Maintenance														
Employees			1								1	2	1	
% Represented			50.00								50.00	100.00	50.00	
Overall Results														
Employees	303	43	118	6	3	1	2		1		6	483	131	50
% Represented	62.73	8.90	24.43	1.24	0.62	0.21	0.41		0.21		1.24	100.00	27.12	10.35

Source: BEACON Report B0031

Exhibit 2.3 NCDOT Highway Division 3 Workforce Analysis

Snapshot of Division 3 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 3		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	1	100.00	26	29.5	No
Professionals	57.3	16	32.65	1,095	33.8	Yes
Technicians	66.3	11	12.64	194	11.8	Yes
Adm Support	74.5	31	88.57	955	80.6	No
Skilled Craft	16.5	14	4.56	127	2.4	Yes
Svc/Main	62.0	1	100.00	7	18.4	No
Overall	48.0	74	15.42	2,429	20.6	Yes

Snapshot of Division 3 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 3		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	5	10.20	783	24.3	Yes
Technicians	26.7	9	10.34	210	12.8	Yes
Adm Support	28.9	2	5.71	323	27.3	Yes
Skilled Craft	39.1	89	28.99	1,125	20.9	Yes
Svc/Main	44.0	0	0.00	13	34.2	Yes
Overall	31.0	105	21.88	2,494	21.2	Yes

Division 3 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees		1										1		1
% Represented		100.00										100.00		100.00
Professional														
Employees	30	14	1	2			2					49	5	16
% Represented	61.22	28.57	2.04	4.08			4.08					100.00	10.20	32.65
Technicians														
Employees	67	11	3		3				3			87	9	11
% Represented	77.01	12.64	3.45		3.45				3.45			100.00	10.34	12.64
Administrative Support														
Employees	3	30	1							1		35	2	31
% Represented	8.57	85.71	2.86							2.86		100.00	5.71	88.57
Skilled Craft														
Employees	204	11	64	1	3	1			19	1	3	307	89	14
% Represented	66.45	3.58	20.85	0.33	0.98	0.33			6.19	0.33	0.98	100.00	28.99	4.56
Service and Maintenance														
Employees		1										1		1
% Represented		100.00										100.00		100.00
Overall Results														
Employees	304	68	69	3	6	1	2		22	2	3	480	105	74
% Represented	63.33	14.17	14.38	0.63	1.25	0.21	0.42		4.58	0.42	0.63	100.00	21.88	15.42

Source: BEACON Report B0031

Exhibit 2.4 NCDOT Highway Division 4 Workforce Analysis

Snapshot of Division 4 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 4		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	11	22.92	1,095	33.8	Yes
Technicians	66.3	8	10.0	194	11.8	Yes
Adm Support	74.5	26	89.66	955	80.6	No
Skilled Craft	16.5	5	1.37	127	2.4	Yes
Svc/Main	62.0	4	44.44	7	18.4	Yes
Overall	48.0	54	10.17	2,429	20.6	Yes

Snapshot of Division 4 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 4		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	5	10.42	783	24.3	Yes
Technicians	26.7	11	13.75	210	12.8	Yes
Adm Support	28.9	2	6.90	323	27.3	Yes
Skilled Craft	39.1	113	31.04	1,125	20.9	Yes
Svc/Main	44.0	5	55.56	13	34.2	No
Overall	31.0	136	25.61	2,494	21.2	Yes

Division 4 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	35	8	2	3								48	5	11
% Represented	72.92	16.67	4.17	6.25								100.00	10.42	22.92
Technicians														
Employees	61	8	9						2			80	11	8
% Represented	76.25	10.00	11.25						2.50			100.00	13.75	10.00
Administrative Support														
Employees	2	25							1	1		29	2	26
% Represented	6.90	86.21							3.45	3.45		100.00	6.90	89.66
Skilled Craft														
Employees	242	3	100	1	2	1			9		6	364	113	5
% Represented	66.48	0.82	27.47	0.27	0.55	0.27			2.47		1.65	100.00	31.04	1.37
Service and Maintenance														
Employees	4		1	4								9	5	4
% Represented	44.44		11.11	44.44								100.00	55.56	44.44
Overall Results														
Employees	345	44	112	8	2	1			12	1	6	531	136	54
% Represented	64.97	8.29	21.09	1.51	0.38	0.19			2.26	0.19	1.13	100.00	25.61	10.17

Source: BEACON Report B0031

Exhibit 2.5 NCDOT Highway Division 5 Workforce Analysis

Snapshot of Division 5 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 5		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	11	17.74	1,095	33.8	Yes
Technicians	66.3	4	4.12	194	11.8	Yes
Adm Support	74.5	35	85.37	955	80.6	No
Skilled Craft	16.5	4	1.00	127	2.4	Yes
Overall	48.0	54	8.97	2,429	20.6	Yes

Snapshot of Division 5 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 5		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	15	24.19	783	24.3	No
Technicians	26.7	13	13.40	210	12.8	Yes
Adm Support	28.9	7	17.07	323	27.3	Yes
Skilled Craft	39.1	126	31.42	1,125	20.9	Yes
Overall	31.0	161	26.74	2,494	21.2	Yes

Division 5 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	40	7	7	4			4					62	15	11
% Represented	64.52	11.29	11.29	6.45			6.45					100.00	24.19	17.74
Technicians														
Employees	81	3	8	1			3		1			97	13	4
% Represented	83.51	3.09	8.25	1.03			3.09		1.03			100.00	13.40	4.12
Administrative Support														
Employees	5	28		5						2	1	41	7	35
% Represented	12.20	68.29		12.20						4.88	2.44	100.00	17.07	85.37
Skilled Craft														
Employees	270	2	112	2	10				2		3	401	126	4
% Represented	67.33	0.50	27.93	0.50	2.49				0.50		0.75	100.00	31.42	1.00
Overall Results														
Employees	397	40	127	12	10		7		3	2	4	602	161	54
% Represented	65.95	6.64	21.10	1.99	1.66		1.16		0.50	0.33	0.66	100.00	26.74	8.97

Source: BEACON Report B0031

Exhibit 2.6 NCDOT Highway Division 6 Workforce Analysis

Snapshot of Division 6 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 6		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	4	9.09	1,095	33.8	Yes
Technicians	66.3	8	10.96	194	11.8	Yes
Adm Support	74.5	28	90.32	955	80.6	No
Skilled Craft	16.5	5	1.43	127	2.4	Yes
Overall	48.0	45	9.02	2,429	20.6	Yes

Snapshot of Division 6 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 6		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	5	11.36	783	24.3	Yes
Technicians	26.7	13	17.81	210	12.8	Yes
Adm Support	28.9	3	9.68	323	27.3	Yes
Skilled Craft	39.1	119	34.00	1,125	20.9	Yes
Overall	31.0	140	28.06	2,494	21.2	Yes

Division 6 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	35	4	2						3			44	5	4
% Represented	79.55	9.09	4.55						6.82			100.00	11.36	9.09
Technicians														
Employees	54	6	5	2			1		5			73	13	8
% Represented	73.97	8.22	6.85	2.74			1.37		6.85			100.00	17.81	10.96
Administrative Support														
Employees	3	25		2						1		31	3	28
% Represented	9.68	80.65		6.45						3.23		100.00	9.68	90.32
Skilled Craft														
Employees	231		72	2	5	1	1		36	2		350	119	5
% Represented	66.00		20.57	0.57	1.43	0.29	0.29		10.29	0.57		100.00	34.00	1.43
Overall Results														
Employees	324	35	79	6	5	1	2		44	3		499	140	45
% Represented	64.93	7.01	15.83	1.20	1.00	0.20	0.40		8.82	0.60		100.00	28.06	9.02

Source: BEACON Report B0031

Exhibit 2.7 NCDOT Highway Division 7 Workforce Analysis

Snapshot of Division 7 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 7		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	14	23.33	1,095	33.8	Yes
Technicians	66.3	2	2.04	194	11.8	Yes
Adm Support	74.5	35	94.59	955	80.6	No
Skilled Craft	16.5	0	0.00	127	2.4	Yes
Overall	48.0	51	10.20	2,429	20.6	Yes

Snapshot of Division 7 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 7		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	13	21.67	783	24.3	Yes (slightly)
Technicians	26.7	9	9.18	210	12.8	Yes
Adm Support	28.9	9	24.32	323	27.3	Yes
Skilled Craft	39.1	75	24.67	1,125	20.9	Yes
Overall	31.0	106	21.20	2,494	21.2	Yes

Division 7 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	36	11	8	3					2			60	13	14
% Represented	60.00	18.33	13.33	5.00					3.33			100.00	21.67	23.33
Technicians														
Employees	86	2	6		1				2		1	98	9	2
% Represented	87.76	2.04	6.12		1.02				2.04		1.02	100.00	9.18	2.04
Administrative Support														
Employees	1	27		7					1	1		37	9	35
% Represented	2.70	72.97		18.92					2.70	2.70		100.00	24.32	94.59
Skilled Craft														
Employees	229		58						17			304	75	
% Represented	75.33		19.08						5.59			100.00	24.67	
Overall Results														
Employees	353	40	72	10	1				22	1	1	500	106	51
% Represented	70.60	8.00	14.40	2.00	0.20				4.40	0.20	0.20	100.00	21.20	10.20

Source: BEACON Report B0031

Exhibit 2.8 NCDOT Highway Division 8 Workforce Analysis

Snapshot of Division 8 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 8		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	7	13.46	1,095	33.8	Yes
Technicians	66.3	2	3.03	194	11.8	Yes
Adm Support	74.5	27	84.38	955	80.6	No
Skilled Craft	16.5	8	2.12	127	2.4	Yes
Svc/Main	62.0	1	100.00	7	18.4	No
Overall	48.0	45	8.51	2,429	20.6	Yes

Snapshot of Division 8 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 8		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	6	11.54	783	24.3	Yes
Technicians	26.7	7	10.61	210	12.8	Yes
Adm Support	28.9	2	6.25	323	27.3	Yes
Skilled Craft	39.1	99	26.26	1,125	20.9	Yes
Svc/Main	44.0	0	0.00	13	34.2	Yes
Overall	31.0	114	21.55	2,494	21.2	Yes

Division 8 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	38	7	5		1						1	52	6	7
% Represented	73.08	13.46	9.62		1.92						1.92	100.00	11.54	13.46
Technicians														
Employees	57	1	5	1					1		1	66	7	2
% Represented	86.36	1.52	7.58	1.52					1.52		1.52	100.00	10.61	3.03
Administrative Support														
Employees	5	25		2								32	2	27
% Represented	15.63	78.13		6.25								100.00	6.25	84.38
Skilled Craft														
Employees	270	6	68	2	6		1		22		2	377	99	8
% Represented	71.62	1.59	18.04	0.53	1.59		0.27		5.84		0.53	100.00	26.26	2.12
Service and Maintenance														
Employees		1										1		1
% Represented		100.00										100.00		100.00
Overall Results														
Employees	371	40	78	5	7		1		23		4	529	114	45
% Represented	70.13	7.56	14.74	0.95	1.32		0.19		4.35		0.76	100.00	21.55	8.51

Source: BEACON Report B0031

Exhibit 2.9 NCDOT Highway Division 9 Workforce Analysis

Snapshot of Division 9 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 9		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	8	16.00	1,095	33.8	Yes
Technicians	66.3	7	8.64	194	11.8	Yes
Adm Support	74.5	31	86.11	955	80.6	No
Skilled Craft	16.5	16	5.42	127	2.4	Yes
Overall	48.0	62	13.39	2,429	20.6	Yes

Snapshot of Division 9 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 9		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	7	14.00	783	24.3	Yes
Technicians	26.7	11	13.58	210	12.8	Yes
Adm Support	28.9	2	5.56	323	27.3	Yes
Skilled Craft	39.1	39	13.22	1,125	20.9	Yes
Overall	31.0	59	12.74	2,494	21.2	Yes

Division 9 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	38	5	3	3			1					50	7	8
% Represented	76.00	10.00	6.00	6.00			2.00					100.00	14.00	16.00
Technicians														
Employees	64	6	7		2		1			1		81	11	7
% Represented	79.01	7.41	8.64		2.47		1.23			1.23		100.00	13.58	8.64
Administrative Support														
Employees	5	29		2								36	2	31
% Represented	13.89	80.56		5.56								100.00	5.56	86.11
Skilled Craft														
Employees	237	14	26	1	7				4	1	5	295	39	16
% Represented	80.34	4.75	8.81	0.34	2.37				1.36	0.34	1.69	100.00	13.22	5.42
Overall Results														
Employees	345	54	36	6	9		2		4	2	5	463	59	62
% Represented	74.51	11.66	7.78	1.30	1.94		0.43		0.86	0.43	1.08	100.00	12.74	13.39

Source: BEACON Report B0031

Exhibit 2.10 NCDOT Highway Division 10 Workforce Analysis

Snapshot of Division 10 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 10		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	12	17.91	1,095	33.8	Yes
Technicians	66.3	9	8.82	194	11.8	Yes
Adm Support	74.5	34	91.89	955	80.6	No
Skilled Craft	16.5	8	2.54	127	2.4	Yes
Svc/Main	62.0	0	0.00	7	18.4	Yes
Overall	48.0	63	12.05	2,429	20.6	Yes

Snapshot of Division 10 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 10		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	1	100.00	20	22.7	No
Professionals	23.0	9	13.43	783	24.3	Yes
Technicians	26.7	14	13.73	210	12.8	Yes
Adm Support	28.9	6	16.22	323	27.3	Yes
Skilled Craft	39.1	60	19.05	1,125	20.9	Yes
Svc/Main	44.0	1	100.00	13	34.2	No
Overall	31.0	91	17.40	2,494	21.2	Yes

Division 10 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees			1									1	1	
% Represented			100.00									100.00	100.00	
Professional														
Employees	50	8	4	3	1			1				67	9	12
% Represented	74.63	11.94	5.97	4.48	1.49			1.49				100.00	13.43	17.91
Technicians														
Employees	80	7	10	2					2		1	102	14	9
% Represented	78.43	6.86	9.80	1.96					1.96		0.98	100.00	13.73	8.82
Administrative Support														
Employees	3	28		6								37	6	34
% Represented	8.11	75.68		16.22								100.00	16.22	91.89
Skilled Craft														
Employees	247	5	51	2	4				2	1	3	315	60	8
% Represented	78.41	1.59	16.19	0.63	1.27				0.63	0.32	0.95	100.00	19.05	2.54
Service and Maintenance														
Employees			1									1	1	
% Represented			100.00									100.00	100.00	
Overall Results														
Employees	380	48	67	13	5			1	4	1	4	523	91	63
% Represented	72.66	9.18	12.81	2.49	0.96			0.19	0.76	0.19	0.76	100.00	17.40	12.05

Source: BEACON Report B0031

Exhibit 2.11 NCDOT Highway Division 11 Workforce Analysis

Snapshot of Division 11 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 11		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	8	17.78	1,095	33.8	Yes
Technicians	66.3	7	10.61	194	11.8	Yes
Adm Support	74.5	29	80.56	955	80.6	No
Skilled Craft	16.5	12	3.07	127	2.4	Yes
Svc/Main	62.0	0	0.00	7	18.4	Yes
Overall	48.0	56	10.37	2,429	20.6	Yes

Snapshot of Division 11 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 11		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	1	2.22	783	24.3	Yes
Technicians	26.7	1	1.52	210	12.8	Yes
Adm Support	28.9	0	0.00	323	27.3	Yes
Skilled Craft	39.1	22	5.63	1,125	20.9	Yes
Svc/Main	44.0	0	0.00	13	34.2	Yes
Overall	31.0	24	4.44	2,494	21.2	Yes

Division 11 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	37	7		1								45	1	8
% Represented	82.22	15.56		2.22								100.00	2.22	17.78
Technicians														
Employees	58	7							1			66	1	7
% Represented	87.88	10.61							1.52			100.00	1.52	10.61
Administrative Support														
Employees	7	29										36		29
% Represented	19.44	80.56										100.00		80.56
Skilled Craft														
Employees	351	10	12	2	3				5		8	391	22	12
% Represented	89.77	2.56	3.07	0.51	0.77				1.28		2.05	100.00	5.63	3.07
Service and Maintenance														
Employees	1											1		
% Represented	100.00											100.00		
Overall Results														
Employees	455	53	12	3	3				6		8	540	24	56
% Represented	84.26	9.81	2.22	0.56	0.56				1.11		1.48	100.00	4.44	10.37

Source: BEACON Report B0031

Exhibit 2.12 NCDOT Highway Division 12 Workforce Analysis

Snapshot of Division 12 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 12		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	9	18.37	1,095	33.8	Yes
Technicians	66.3	4	6.25	194	11.8	Yes
Adm Support	74.5	25	86.21	955	80.6	No
Skilled Craft	16.5	4	1.38	127	2.4	Yes
Svc/Main	62.0	0	0.00	7	18.4	Yes
Overall	48.0	42	9.68	2,429	20.6	Yes

Snapshot of Division 12 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 12		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	4	8.16	783	24.3	Yes
Technicians	26.7	4	6.25	210	12.8	Yes
Adm Support	28.9	2	6.90	323	27.3	Yes
Skilled Craft	39.1	28	9.66	1,125	20.9	Yes
Svc/Main	44.0	1	100.00	13	34.2	No
Overall	31.0	39	8.99	2,494	21.2	Yes

Division 12 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	36	9	2						2			49	4	9
% Represented	73.47	18.37	4.08						4.08			100.00	8.16	18.37
Technicians														
Employees	56	4	3						1			64	4	4
% Represented	87.50	6.25	4.69						1.56			100.00	6.25	6.25
Administrative Support														
Employees	4	23		1						1		29	2	25
% Represented	13.79	79.31		3.45						3.45		100.00	6.90	86.21
Skilled Craft														
Employees	255	4	20		2				6		3	290	28	4
% Represented	87.93	1.38	6.90		0.69				2.07		1.03	100.00	9.66	1.38
Service and Maintenance														
Employees			1									1	1	
% Represented			100.00									100.00	100.00	
Overall Results														
Employees	352	40	26	1	2				9	1	3	434	39	42
% Represented	81.11	9.22	5.99	0.23	0.46				2.07	0.23	0.69	100.00	8.99	9.68

Source: BEACON Report B0031

Exhibit 2.13 NCDOT Highway Division 13 Workforce Analysis

Snapshot of Division 13 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 13		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	6	13.95	1,095	33.8	Yes
Technicians	66.3	7	8.54	194	11.8	Yes
Adm Support	74.5	20	76.92	955	80.6	No
Skilled Craft	16.5	8	2.12	127	2.4	Yes
Overall	48.0	41	7.74	2,429	20.6	Yes

Snapshot of Division 13 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 13		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	1	2.33	783	24.3	Yes
Technicians	26.7	3	3.66	210	12.8	Yes
Adm Support	28.9	4	15.38	323	27.3	Yes
Skilled Craft	39.1	26	6.88	1,125	20.9	Yes
Overall	31.0	34	6.42	2,494	21.2	Yes

Division 13 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	36	6	1									43	1	6
% Represented	83.72	13.95	2.33									100.00	2.33	13.95
Technicians														
Employees	72	7	2						1			82	3	7
% Represented	87.80	8.54	2.44						1.22			100.00	3.66	8.54
Administrative Support														
Employees	6	16		2						2		26	4	20
% Represented	23.08	61.54		7.69						7.69		100.00	15.38	76.92
Skilled Craft														
Employees	344	6	10	2					14		2	378	26	8
% Represented	91.01	1.59	2.65	0.53					3.70		0.53	100.00	6.88	2.12
Overall Results														
Employees	459	35	13	4					15	2	2	530	34	41
% Represented	86.60	6.60	2.45	0.75					2.83	0.38	0.38	100.00	6.42	7.74

Source: BEACON Report B0031

Exhibit 2.14 NCDOT Highway Division 14 Workforce Analysis

Snapshot of Division 14 Females

EEO Category	% Females Available (2010 Census)	# and % Females Division 14		# and % Females NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	38.5	0	0.00	26	29.5	Yes
Professionals	57.3	5	10.20	1,095	33.8	Yes
Technicians	66.3	6	6.98	194	11.8	Yes
Adm Support	74.5	28	71.79	955	80.6	Yes
Skilled Craft	16.5	4	0.99	127	2.4	Yes
Svc/Main	62.0	0	0.00	7	18.4	Yes
Overall	48.0	43	7.33	2,429	20.6	Yes

Snapshot of Division 14 Minorities

EEO Category	% Minorities Available (2010 Census)	# and % Minorities Division 14		# and % Minorities NCDOT		Underrepresented Based on 2010 Census Availability
Off/Adm	17.6	0	0.00	20	22.7	Yes
Professionals	23.0	1	2.04	783	24.3	Yes
Technicians	26.7	7	8.14	210	12.8	Yes
Adm Support	28.9	0	0.00	323	27.3	Yes
Skilled Craft	39.1	29	7.14	1,125	20.9	Yes
Svc/Main	44.0	0	0.00	13	34.2	Yes
Overall	31.0	37	6.30	2,494	21.2	Yes

Division 14 Workforce Analysis as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Officials and Administrators														
Employees	1											1		
% Represented	100.00											100.00		
Professional														
Employees	43	5							1			49	1	5
% Represented	87.76	10.20							2.04			100.00	2.04	10.20
Technicians														
Employees	73	4					1		4	2	2	86	7	6
% Represented	84.88	4.65					1.16		4.65	2.33	2.33	100.00	8.14	6.98
Administrative Support														
Employees	11	28										39		28
% Represented	28.21	71.79										100.00		71.79
Skilled Craft														
Employees	367	2	10		1		1		15	2	8	406	29	4
% Represented	90.39	0.49	2.46		0.25		0.25		3.69	0.49	1.97	100.00	7.14	0.99
Service and Maintenance														
Employees	3										3	6		
% Represented	50.00										50.00	100.00		
Overall Results														
Employees	498	39	10		1		2		20	4	13	587	37	43
% Represented	84.84	6.64	1.70		0.17		0.34		3.41	0.68	2.21	100.00	6.30	7.33

Source: BEACON Report B0031

SECTION IV

Applicant Flow
Adverse Impact Analyses

APPLICANT FLOW

The following Tables 4.1, 4.2 and 4.3 reflecting Applicant Flow and Temporary Staff were produced in the NEOGOV and BEACON systems. NCDOT uses NEOGOV, an applicant tracking system, to track the employee recruitment and selection phases only and uses BEACON, a human resources information system, to track human resource activities and employment actions post hire.

NEOGOV allows managers to post job opportunities, the public and NCDOT employees to then apply for jobs, and NCDOT's Human Resources department to screen the applicants for eligibility and determine which applicants are "minimally qualified" and "most qualified" for the positions. When HR completes the screening process, the "minimally qualified" or simply "qualified" applications are screened out and only the applications of the "most qualified" applicants are sent to the hiring manager with race and gender information omitted for the scheduling of interviews. The hiring managers then interview selected candidates and select a hire from that group. With the approval of Human Resources, the most qualified applicant is offered the position. The job posting, applicant and hire information is tracked throughout the process in NEOGOV.

Table 4.1 produced in NEOGOV, titled NCDOT Applicant Flow by Step for 7/1/2012 – 6/30/2013, reflects applicant flow by race, gender and hiring process steps for the period shown and indicates the percentages of female and minority applicants at each step of the process.

NCDOT APPLICANT FLOW by STEP for 7/1/12 - 6/30/13																		
Table 4.1																		
	Female						Male											
	W	B	H	A	AI	Total	W	B	H	A	AI	Total	U	TOTAL	% of Non-Min Females	Total Min	% of Min	
Applications Received	34736	51202	2982	1344	988	91269	45790	22187	2348	2743	1113	74181	69	165519	0.210	84907	0.513	
Screened Out	24013	37287	2222	924	709	65172	31672	16639	1797	2050	788	52946	0	118923	0.202	62416	0.525	
Eligible*	10723	13915	760	420	279	26097	14118	5548	551	693	325	21235	0	46596	0.230	22491	0.483	
Not Referred	3864	4880	265	164	101	9274	5909	2072	205	255	97	8538	0	17076	0.226	8039	0.471	
Referred	6859	9035	495	256	178	16823	8209	3476	346	438	228	12697	0	29520	0.232	14452	0.490	
Hired NEOGOV	207	122	12	7	4	352	595	105	12	8	13	733	0	1085	0.191	283	0.261	
Hired - BEACON	43	20	2	4	0	69	167	27	3	5	4	206	105	380	0.113	65	1.512	
Sources: NEOGOV and BEACON																		
*Includes duplicate applications																		
Legend:																		
B=Black																		
H=Hispanic																		
W=White																		
AI=American Indian																		
A=Asian																		
U=Unknown																		

Table 4.2 produced in BEACON (Report #B0086), titled Temporary Staff Report for 6/30/2013, reflects temporary employees currently employed at 702. NCDOT information systems produce two different hiring numbers – one from the NEOGOV system of 1085 and one from the BEACON system of 380. The difference between these two numbers is 705 and becomes relevant here due to the definitions of “hire” in the two systems.

NEOGOV defines a hire as an applicant accepting a position based on a job posting and includes all new hires including hires from other State agencies, temporary, seasonal, part-time and student co-op employees. The definition of hire in the BEACON system, however, includes only those hires new to the BEACON system. Applicants who are hired as temporary, seasonal, student co-ops or part-time hires or those hired into DOT from another State agency are not included in the BEACON definition of hires.

Temporary Staff Report dated 6/30/13													
Table 4.2													
EEO Category	Female					Male							Total
	U	B	H	W	Female Total	U	AI	A	B	H	W	Male Total	
Professional	5	7	2	22	36	18	1	4	20	5	87	135	171
Technicians		1		4	5	4			5	2	22	33	38
Administrative Support	1	4	1	16	22					1	4	5	27
Protective Services				1	1					1	15	16	17
Service and Maintenance	1			6	7	2			9	1	53	65	72
Skilled Craft	1	1		8	10	17	7		63	4	276	367	377
Total	8	13	3	57	81	41	8	4	97	14	457	621	702
Source: Beacon B0086													
Legend:													
B=Black													
H=Hispanic													
W=White													
AI=American Indian													
A=Asian													
U=Unknown													

Table 4.3 produced in NEOGOV, titled NCDOT Applicant Flow by EEO Category for 7/1/2012-6/30/2013 reflects numbers of applicants by gender, race and EEO category and that 99.80% of applications were received online with the remaining .20% received in written form.

NCDOT APPLICANT FLOW by EEO Category																								
For period of 07/01/2012 through 6/30/2013																								
Table 4.3																								
	Female							Male							Unknown						Total Apps	% Online		
	A	AI	B	H	W	U	Tot	A	AI	B	H	W	U	Tot	A	AI	B	H	W	Unk			Tot	
Officials & Administrators	3	8	273	16	140	0	440	8	8	174	17	268	0	475	0	0	0	0	0	0	0	915	99.89%	
Professionals	635	272	18285	975	11560	6	31733	1650	280	8408	1053	15118	0	26509	0	0	1	0	1	15	17	58259	99.92%	
Technicians	37	37	1022	144	732	1	1973	494	88	1349	222	5669	2	7824	0	0	0	0	0	1	1	9798	99.84%	
Administrative Support	645	585	28503	1608	20233	9	51583	285	99	5236	362	5010	1	10993	0	0	2	0	0	21	23	62599	99.94%	
Protective Service Workers	18	47	2040	164	1365	1	3635	100	114	2313	294	4032	0	6853	0	0	0	0	0	13	13	10501	99.89%	
Service/Maintenance	0	0	1	0	3	0	4	0	0	4	7	44	0	55	0	0	0	0	0	0	0	59	98.31%	
Skilled Craft Workers	6	39	1078	75	703	0	1901	206	524	4703	393	15649	2	21477	0	1	1	0	0	8	10	23388	99.12%	
Totals	1344	988	51202	2982	34736	17	91269	2743	1113	22187	2348	45790	5	74186	0	1	4	0	1	58	64	165519	99.80%	
Source: NEOGOV																								
Legend:																								
A=Asian /Pacific Islander																								
AI=American Indian/Alaskan Native																								
B=Black/African American																								
H=Hispanic																								
W=White																								
U=Unknow n																								
Unk=Gender Unknow n																								
Tot=Total																								
Apps=Applications																								

ADVERSE IMPACT ANALYSES

While the race/gender composition of the Department is one indicator of whether barriers exist to equal opportunity, it is not the only identifier. Another method commonly used in evaluating affirmative action programs is the Adverse Impact Analysis. Adverse Impact Analysis is a method used to evaluate the rates at which employment actions affect females and minorities. In the employment actions of hiring and promotions the analysis is made to determine if females and minorities are being selected for employment opportunities at rates significantly less than their non-minority counterparts. In the employment actions of disciplinary actions, demotions, and terminations the analysis is made to determine whether those decisions impact females and minorities at rates significantly more than their non-minority counterparts. If the analyses indicate adverse impact, the applicable processes must be further examined to determine why the adverse impact exists and then either change the processes, validate the processes or use different processes.

A selection rate for any race, sex, or ethnic group which is less than four-fifths (4/5) (or 80 percent) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact.⁵ For example, if white male engineers represent 90% of the engineers hired and black males represent only 5% of the engineers hired, the black males would be adversely impacted because their rate of hire is less than 72% (.90x.80). The Department's Internal Equal Employment Opportunity Office (EEO) annually conducts an Adverse Impact Analysis as part of normal reporting to the FHWA. This analysis is compiled in the annual Equal Employment Opportunity Report provided to the FHWA.

The Adverse Impact analyses, conducted by NCDOT's Internal EEO department, indicate which groups have been adversely impacted by employment actions on the following tables, 4.4, 4.5, 4.6, 4.7 and 4.8. The groups that comprise less than 2% of the applicants for employment or the Department's workforce are highlighted in gray because NCDOT is not required to conduct the Adverse Impact analysis of employment actions of these groups; however, the Internal EEO department chose to include them for awareness purposes. The groups who are adversely impacted by employment actions are indicated by a "Y" in the Adverse Impact column of each table. Further examination of the processes used in each employment action where adverse impact is indicated will be conducted. The observations and findings will be included in the regularly scheduled Annual Update Report to FHWA in 2014.

The data in BEACON is not a part of or derived from the NEOGOV system. The data in BEACON is created from NCDOT's payroll system, human resources tracking systems, the North Carolina census information and is manipulated into reporting structures for use by all North Carolina State agencies. The NEOGOV system is separate and includes only data resulting from job postings, applications, and resulting new hires. Both systems do provide reporting by race and gender, therefore, are useful tools in the analysis of hiring and employment activities for affirmative action purposes.

⁵ Uniform Guidelines on Employee Selection Procedures, Section 4D

ADVERSE IMPACT ANALYSIS FOR AAP 2015-2019							
7/1/2012 - 6/30/2013							
Table 4.4							
NEW HIRES							
7/1/2012 - 6/30/2013							
Race Category	Total Applicants	Applicant %	Total Hires	Selection Rate	Ratio to Highest Rate	4/5 Rule Applied	Adverse Impact
White Males	45790	28%	167	0.36%	1.0%	1.04>.80	N
Black Males	22187	13%	27	0.12%	33%	.33<.80	Y
Hispanic Males	2348	1%	3	0.13%	35%	.35<.80	Y
Asian/Pacific Males	2743	2%	5	0.18%	50%	.50<.80	Y
American Indian Males	1113	1%	4	0.36%	99%	.99>.80	N
White Females	34736	21%	43	0.12%	34%	.34<.80	Y
Black Females	51202	31%	20	0.04%	11%	.11<.80	Y
Hispanic Females	2982	2%	2	0.07%	18%	.18<.80	Y
Asian/Pacific Females	1344	1%	4	0.30%	82%	.82>.80	N
American Indian Females	988	1%	0	0.00%	0%	0.00%	Y
Total Minorities	84907	51%	65	0.08%	21%	.21<.80	Y
Total Females	91269	55%	69	0.08%	21%	.21<.80	Y
Total Applicants	165433		380				
Source: NEOGOV Applicant Summary (includes temps, seasonal, part-time) and Beacon Report B0031 includes permanent and only new to Beacon employees.)							
Table 4.5							
PROMOTIONS							
7/1/2012 - 6/30/2013							
Race Category	Total Workforce	Workforce Representation	Total Promotions	Promotion Rate %	Ratio to Highest Rate	4/5 Rule Applied	Adverse Impact
White Males	7389	63%	310	4.2%	39%	.39<.80	Y
Black Males	1324	11%	28	2.1%	20%	.20<.80	Y
Hispanic Males	94	1%	4	4.3%	40%	.40<.80	Y
Asian/Pacific Males	140	1%	4	2.9%	27%	.27<.80	Y
American Indian Males	208	2%	5	2.4%	23%	.23<.80	Y
White Females	1701	14%	111	6.5%	61%	.61<.80	Y
Black Females	609	5%	65	10.7%	100%	1.0>.80	N
Hispanic Females	39	0%	3	7.7%	72%	.72<.80	Y
Asian/Pacific Females	51	0%	4	7.8%	73%	.73<.80	Y
American Indian Females	29	0%	0	0.0%	0%	N/A	Y
Total Minorities	4195	36%	114	2.7%	0.25	.25<.80	Y
Total Females	2429	21%	184	7.6%	0.71	.71<.80	Y
Totals	11763		298				
Source: Beacon Report B0031							

Table 4.6								
TERMINATIONS								
7/1/2012 - 6/30/2013								
Race Category	Total Workforce*	Total Terminations	Number Retained	Retention Rate	Ratio to Highest Rate	4/5 Rule	Adverse Impact	
White Males	7512	47	7465	99.4%	0.994	.994>.80	N	
Black Males	1373	24	1349	98.3%	0.983	.983>.80	N	
Hispanic Males	94	0	94	100.0%	1.000	1>.80	N	
Asian/Pacific Males	136	0	136	100.0%	1.000	1>.80	N	
American Indian Males	215	0	215	100.0%	1.000	1>.80	N	
White Females	1765	6	1759	99.7%	0.997	.997>.80	N	
Black Females	599	1	598	99.8%	0.998	.998>.80	N	
Hispanic Females	43	0	43	100.0%	1.000	1>.80	N	
Asian/Pacific Females	48	0	48	100.0%	1.000	1>.80	N	
American Indian Females	29	0	29	100.0%	1.000	1>.80	N	
Total Minorities	2537	25	2512	99.0%	0.990	.99>.80	N	
Total Females	2484	6	2478	99.8%	0.998	.998>.80	N	
Totals	11889							
Source: Beacon Report B0006 (Included Involuntary Separations and Dismissals for gross inefficiency, unsatisfactory job performance and conduct.)								
Note: Total Workforce Employed on 6/30/2012								
Table 4.7								
DISCIPLINARY ACTIONS								
7/1/2012 - 6/30/2013								
Race Category	Total Workforce	Total Actions	Number Retained	Retention Rate	Adverse Impact	% of Workforce	% of Disciplinary Actions	Unequal
White Males	7389	229	7160	97%	N	63%	61%	N
Black Males	1324	81	1243	94%	N	11%	21%	Y
Hispanic Males	94	2	92	98%	N	1%	1%	N
Asian/Pacific Males	140	0	140	100%	N	1%	0%	N
American Indian Males	208	2	206	99%	N	2%	1%	N
White Females	1701	41	1660	98%	N	14%	11%	N
Black Females	609	21	588	97%	N	5%	6%	Y
Hispanic Females	39	0	39	100%	N	0%	0%	N
Asian/Pacific Females	51	0	51	100%	N	0%	0%	N
American Indian Females	29	0	29	100%	N	0%	0%	N
Total Minorities	2494	106	2388	96%	N	21%	28%	Y
Total Females	2429	62	2367	97%	N	21%	16%	N
Totals	11763	378						
Source: Beacon Report B0051								

Table 4.8							
DEMOTIONS							
7/1/2012 - 6/30/2013							
Race Category	Workforce	Total Demotions	Number Retained	Retention Rate	Ratio to Highest Rate	4/5 Rule	Adverse Impact
White Males	7389	2	7387	0.9997293	0.9997293	.999>.80	N
Black Males	1324	0	1324	1	1	1>.80	N
Hispanic Males	94	0	94	1	1	1>.80	N
Asian/Pacific Males	140	0	140	1	1	1>.80	N
American Indian Males	208	0	208	1	1	1>.80	N
White Females	1701	1	1700	0.9994121	0.9994121	.999>.80	N
Black Females	609	0	609	1	1	1>.80	N
Hispanic Females	39	0	39	1	1	1>.80	N
Asian/Pacific Females	51	0	51	1	1	1>.80	N
American Indian Females	29	0	29	1	1	1>.80	N
Total Minorities	2494	0	2494	1	1	1>.80	N
Total Females	2429	1	2428	0.9995883	0.9995883	.999>.80	N
	11763	3	11760				
Source: Beacon Report PA0002							

SECTION V

Representation Analysis, Goals and Timetables

Exhibit 1: Job Placement Goals-Full Calculations

REPRESENTATION ANALYSIS, GOALS and TIMETABLES

The Section III Workforce Analysis identifies underrepresentation in the Department by race and gender per EEO category. The next step in the analysis is to compare the Department's workforce to the civilian labor force availability. The tables in this section specify for each job group the total incumbents; total female; total minority; and total White, Black, Hispanic, Asian American, and American Indian/Alaska Native at the start of the plan year, July 1, 2014. In addition, the tables contain the participation percentage rate and the availability percentage rate in each job group. Finally, where the percentage availability rate is greater than the participation rate, the number needed to reach parity is calculated as follows:

Percentage in Category minus Percentage of Availability = Over/Under Representation x Current Number in Workforce = Number Needed for Parity⁶

NCDOT uses information from the BEACON database system, which incorporates U.S. Census Bureau data, to identify the available civilian labor force in North Carolina and subsequently to analyze NCDOT's workforce to determine whether its composition reflects the proportion of women and minorities in the State's civilian labor force with the relevant qualifications. The workforce data provided in the tables below are composite data for the entire State of North Carolina which may not necessarily accurately reflect the composite labor force data for a particular Division within the State. County data is not readily available. In addition, the Governor's Census Data Liaison informed EEO staff that survey data was not available for counties with fewer than 50,000 residents. In each job category where underrepresentation exists, specific, measurable, attainable goals are set to enable NCDOT to remedy the underrepresentation of women and minorities in our workforce.

This analysis serves as the basis for setting minimum hiring goals to reduce underrepresentation in each job group as well as to establish timetables to achieve the goals. The tool the Department uses to monitor progress in reducing underrepresentation in the workforce is BEACON Report B0178-F. This report reflects any progress made in hiring or promoting individuals into job groups identified as having underrepresentation by comparing it with previous reports and with AAP job placement goals.

Although there is significant underrepresentation of females in the Skilled Craft category, especially within the 14 Highway Divisions, it should be noted that finding qualified female applicants has historically proved challenging. During the last State FY ending June 30, 2013, the Department posted job vacancy announcements for 565 positions. Only 1,901 of the 23,378 applicants (8.13%) for these positions were female applicants.⁷

Managers filling vacancies in any EEO job category where underrepresentation has been determined should make a good faith effort to ensure that effective recruitment and advertisement strategies have been used to attract female and minority applicants. The Department's Human Resources Office

⁶ U.S. Department of Transportation Federal Highway Administration State Internal Equal Employment Opportunity Program Desk Reference, p. 3-95

⁷ Source: NEOGOV EEO Summary Report for records between 7/1/2012 – 6/30/2013

should closely monitor vacancies in EEO job categories to ensure positions are advertised in publications or in such a way as to maximize the vacancy announcement to potential female and/or minority applicants.

Methodology for Establishing Goals and Timetables

EEO staff met with NCDOT's Fiscal Division staff to discuss and determine a reasonable job vacancy rate for the department as a whole. Vacancy rates for full-time equivalent (FTE) employees were reviewed for the past six years. The vacancy rate averaged 11.55% over the six-year period. The average vacancy rate over the past three years was 10.04%. EEO staff learned from fiscal staff that the General Assembly has asked for an additional 2.5% reduction in staff for SFY2015. The vacancy rate for developing department-wide and department-wide excluding the Highway Divisions was set at 10%. In addition, EEO staff consulted with each of the 14 Highway Divisions. The anticipated vacancy rates for 2014 for the divisions varied widely, so individual vacancy rates were used to establish job placement goals for the divisions.

FHWA provides instructions and a formula for establishing job placement goals and timetables. Job placement goals were established using the following steps and formulas:

- Determine the total number of employees in each of the eight EEO job groups for the department, the department excluding the 14 Highway Divisions, and for the 14 Highway Divisions.
- Multiply the total number of employees in each of the job groups by the percentage of anticipated vacancies. For example, the NCDOT has a total of 88 Officials and Administrators so
- $88 \times 10\% = 8.8$ rounded to 9. The calculation provides the "Number Anticipated Vacancies."
- Determine the number of years planned to reach the goal. In most cases, this is 5 years as the AAP is a 5-year rolling plan. However, where underrepresentation is small, the goal can be attained in fewer years.
- Multiply the "Number Anticipated Vacancies" by the "Number Years to Reach Goal" and then divide that calculation into the "Number Needed to Reach Parity." This calculation becomes the "Annual Placement Rate."
- Multiply the "Annual Placement Rate" by the "Number Anticipated Vacancies" to determine the annual placement goal.

$$\text{Annual Placement Rate} = \frac{\text{Number Needed to Reach Parity}}{\text{Number Anticipated Vacancies} \times \text{Number Years to Reach Goal}}$$

$$\text{Annual Placement Goal} = \text{Annual Placement Rate} \times \text{Number Anticipated Vacancies}^8$$

Where the number of anticipated vacancies is zero, the Annual Percentage Rate cannot be calculated, so annual placement goals are set manually.

After calculating the Annual Placement Goal (APG) for the Department, the Department excluding the Highway Divisions, and the 14 Highway Divisions, the APG seemed unreasonable and unattainable in many cases. EEO staff then reviewed historical data. Female workforce representation from 1990-2010

⁸ Source: U.S. Department of Transportation Federal Highway Administration Equal Employment Opportunity Program Desk Reference, pp. 3-105 through 3-106.

increased as a percentage of NCDOT's total workforce by 2.3% with an average annual increase of 0.11%. The highest annual increase for females during that 20-year period was 0.7% in 2003. Minority workforce representation from 1990-2010 increased as a percentage of NCDOT's total workforce by 3.6% with an average annual increase of 0.17%. The highest annual increase for minorities during that 20-year period was 1.8% in 1993.⁹ To establish more reasonable, attainable goals, the APG was decreased by 80%, which is, however, significantly higher than the historic average annual increases for females and minorities.

Table 5.1b below shows the Department-wide job placement goals with the reductions. Table 5.1c below shows the Department-wide job placement goals without the reductions.

Focusing just on White female placement goals in the Professional, Technician, and Skilled Craft categories, the chart below shows the effect of the decrease in APG by 80%. For example, without the 80% reduction, NCDOT would be setting of goal to hire 131 females in the professional category in a year whereas only 14 were hired during SFY 2013. The job placement goal of 26 for the Professional category is aggressive as well as more reasonable and attainable.

EEO Category	Job Placement Goals With 80% Reduction	Job Placement Goals Without 80% Reduction	Hired SFY 2013
Professional	26	131	14
Technician	25	124	3
Skilled Craft	14	70	0

For protected classes representing 2% or more of the available labor force and/or 2% of NCDOT's workforce where underrepresentation exists, a goal of not less than one has been established. FHWA requires a goal to be set regardless of whether there is an opportunity. Goals have been established for White, Black, and Hispanic females and for Black and Hispanic males in various job categories. Job placement goals are not required to be established for Asian American/Pacific Islander and American Indian/Alaska Native males and females; however, in recognizing the value of a diverse and inclusive workforce, the Department and its hiring managers should note the number of positions these protected classes need in the EEO job categories in order to reach parity.

Representation Analyses and Job Placement Goals

A representation analysis was conducted for NCDOT department-wide, NCDOT department-wide excluding the 14 Highway Divisions, and for all 14 NCDOT Highway Divisions. The results of the representation analyses are contained in Tables 5.1a through 5.16a. After identifying underrepresented groups, job placement goals were established department-wide, department-wide excluding the 14 Highway Divisions, and for all 14 Highway Divisions. Job placement goals are contained in Tables 5.1b through 5.16b. (Full calculations are contained in Section V, Exhibit I.)

⁹ Sources: Data compiled by EEO staff in 2010 using BEACON Report B0035: EEO General Demographic and <http://www.osp.state.nc.us/hr/EmployeeStatsForOSP/DOT/race90.htm> and also using the PMXHTOT function in PMIS.

The Department, Highway Divisions, and their managers should closely monitor all positions filled. Special attention should be focused on vacancies in the following EEO job categories with the identified underrepresented groups:

Department-Wide

- 1) Officials and Administrators category for White and Hispanic females,
- 2) Professional category for White, Black and Hispanic females and Hispanic males,
- 3) Technician category for White, Black and Hispanic females,
- 4) Protective Services category for White, Black and Hispanic females and Black males,
- 5) Administrative Support category for Hispanic females and Black and Hispanic males,
- 6) Skilled Craft category for White, Black and Hispanic females and Hispanic males, and
- 7) Service and Maintenance category for White, Black and Hispanic females and Hispanic males

Department-Wide Excluding the 14 Highway Divisions

- 1) Officials and Administrators category for White and Hispanic females,
- 2) Professional category for White and Hispanic females and Hispanic males,
- 3) Technician category for White, Black and Hispanic females,
- 4) Protective Services category for White, Black and Hispanic females and Black males,
- 5) Administrative Support category for White and Hispanic females and Black and Hispanic males,
- 6) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males, and
- 7) Service and Maintenance category for White, Black and Hispanic females and Hispanic males

Division 1

- 1) Professional category for White, Black, and Hispanic females and Black males,
- 2) Technician category for White, Black and Hispanic females,
- 3) Administrative Support category for Black and Hispanic females and Black males,
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males, and
- 5) Service and Maintenance category for White and Black females

Division 2

- 1) Professional category for White, Black and Hispanic females and Hispanic males,
- 2) Technician category for White, Black and Hispanic females,
- 3) Administrative Support category for Black females,
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males, and
- 5) Service and Maintenance category for White females

Division 3

- 1) Professional category for White, Black and Hispanic females and Black and Hispanic males,
- 2) Technician category for White, Black and Hispanic females and Black males
- 3) Administrative Support category for Black and Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males

Division 4

- 1) Professional category for White, Black and Hispanic females and Hispanic males,
- 2) Technician category for White, Black and Hispanic females and Hispanic males,

- 3) Administrative Support category for Black and Hispanic females and Black males,
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males, and
- 5) Service and Maintenance category for White females

Division 5

- 1) Professional category for White, Black and Hispanic females and Hispanic males,
- 2) Technician category for White, Black and Hispanic females and Hispanic males,
- 3) Administrative Support category for Black and Hispanic females and Black males,
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males

Division 6

- 1) Professional category for White, Black and Hispanic females and Hispanic males,
- 2) Technician category for White, Black and Hispanic females and Hispanic males,
- 3) Administrative Support category for Black and Hispanic females and Black males,
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males

Division 7

- 1) Professional category for White, Black and Hispanic females and Hispanic males,
- 2) Technician category for White, Black and Hispanic females,
- 3) Administrative Support category for Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males

Division 8

- 1) Professional category for White, Black and Hispanic females,
- 2) Technician category for White, Black and Hispanic females,
- 3) Administrative Support category for Black and Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Hispanic males

Division 9

- 1) Professional category for White, Black and Hispanic females and Hispanic males,
- 2) Technician category for White, Black and Hispanic females,
- 3) Administrative Support category for Black and Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males

Division 10

- 1) Professional category for White, Black and Hispanic females,
- 2) Technician category for White, Black and Hispanic females and Hispanic males,
- 3) Administrative Support category for Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males

Division 11

- 1) Professional category for White, Black and Hispanic females and Black and Hispanic males
- 2) Technician category for White, Black and Hispanic females and Black males,
- 3) Administrative Support category for Black and Hispanic females and Black males, and

- 4) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males

Division 12

- 1) Professional category for White, Black and Hispanic females and Hispanic males
- 2) Technician category for White, Black and Hispanic females and Black males,
- 3) Administrative Support category for Black and Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males

Division 13

- 1) Professional category for White, Black and Hispanic females and Black and Hispanic males
- 2) Technician category for White, Black and Hispanic females and Black and Hispanic males,
- 3) Administrative Support category for Black and Hispanic females and Black males, and
- 4) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males

Division 14

- 1) Professional category for White, Black and Hispanic females and Black and Hispanic males
- 2) Technician category for White, Black and Hispanic females and Black and Hispanic males,
- 3) Administrative Support category for Black and Hispanic females and Black males,
- 4) Skilled Craft category for White, Black and Hispanic females and Black and Hispanic males, and
- 5) Service and Maintenance category for White and Black females and Black males

Table 5.1a: Representation Analysis Department-Wide as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	47	17	8	9	2		1				4	20	26	88
Percentage in Category	53.4	19.3	9.1	10.2	2.3		1.1				4.5	22.7	29.5	100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	0.9	-10.7	3.7	3.9	0.3	-1.1	-0.2	-0.8	-0.4	-0.3	4.5	5.1	-9.0	
Number Needed to Reach Parity	0	9	0	0	0	1	0	1	0	0		0	8	
Professional														
Current Number Workforce	1,690	719	252	307	24	23	112	41	19	5	46	786	1,095	3,238
Percentage in Category	52.2	22.2	7.8	9.5	0.7	0.7	3.5	1.3	0.6	0.2	1.4	24.3	33.8	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	17.7	-20.3	2.7	-1.6	-0.6	-1.2	1.9	0.0	0.4	-0.3	1.4	1.3	-23.5	
Number Needed to Reach Parity	0	657	0	52	18	39	0	1	0	11		0	760	
Technician														
Current Number Workforce	1,263	155	112	30	11	2	18	4	30	3	12	210	194	1,640
Percentage in Category	77	9.5	6.8	1.8	0.7	0.1	1.1	0.2	1.8	0.2	0.7	12.8	11.8	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	51.2	-37.8	1.0	-13.5	0.0	-1.6	0.1	-1.0	1.6	-0.6	0.7	-13.9	-54.5	
Number Needed to Reach Parity	0	621	0	221	0	26	0	16	0	10		228	893	
Protective Services														
Current Number Workforce	145	21	9	4	5		2				10	20	25	196
Percentage in Category	74	10.7	4.6	2	2.6		1				5.1	10.2	12.8	100
Percentage of Availability	57.2	12.7	16.2	9.8	2	0.8	0.4	0.1	0.6	0.2		30.1	23.6	
Over/Under Representation	16.8	-2.0	-11.6	-7.8	0.6	-0.8	0.6	-0.1	-0.6	-0.2	5.1	-19.9	-10.8	
Number Needed to Reach Parity	0	4	23	15	0	2	0	0	1	0		39	21	
Paraprofessional														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	39.7	36.1	7.7	11.4	3.6	1.1	0.2	0.2	0	0		24.2	48.8	
Over/Under Representation	60.3	-36.1	-7.7	-11.4	-3.6	-1.1	-0.2	-0.2	0.0	0.0	0.0	-24.2	-48.8	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Administrative Support														
Current Number Workforce	125	688	50	236	1	11	1	6	4	14	49	323	955	1,185
Percentage in Category	10.5	58.1	4.2	19.9	0.1	0.9	0.1	0.5	0.3	1.2	4.1	27.3	80.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-6.4	3.8	-2.6	3.8	-1.1	-1.7	-0.4	-0.5	0.1	0.7	4.1	-1.6	6.1	
Number Needed to Reach Parity	75	0	31	0	13	20	5	6	0	0		19	0	
Skilled Craft														
Current Number Workforce	4,100	98	884	19	51	3	6		155	7	54	1,126	127	5,377
Percentage in Category	76.3	1.8	16.4	0.4	0.9	0.1	0.1		2.9	0.1	1	20.9	2.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	23.6	-6.5	0.5	-4.5	-12.1	-2.5	-0.8	-0.5	1.8	-0.1	1.0	-18.2	-14.1	
Number Needed to Reach Parity	0	348	0	244	648	137	42	27	0	4		976	760	
Service and Maintenance														
Current Number Workforce	18	3	9	4							4	13	7	38
Percentage in Category	47.4	7.9	23.7	10.5							10.5	34.2	18.4	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	26.9	-27.5	13.0	-8.6	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	10.5	-9.8	-43.6	
Number Needed to Reach Parity	0	10	0	3	2	2	0	0	0	0		4	17	

Source: BEACON Report 0178-F

Table 5.1b: Department-Wide Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total
Officials and Administrators												
Current Number Workforce	47	17	8	9	2		1				4	88
Percentage in Category	53.4	19.3	9.1	10.2	2.3		1.1				4.5	100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		
Over/Under Representation	0.9	-10.7	3.7	3.9	0.3	-1.1	-0.2	-0.8	-0.4	-0.3	0.0	
Number Needed to Reach Parity	0	9	0	0	0	1	0	1	0	0		
Number Anticipated Vacancies												9
Number Years to Reach Goal												3
Annual Placement Rate		0.33	0.00	0.00	0.00	0.04	0.00	0.04	0.00	0.00	0.00	
2015 Placement Goal		1	0	0	0	1	0	0	0	0	0	
2016 Placement Goal		1	0	0	0	0	0	0	0	0	0	
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0	
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0	
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0	
Professional												
Current Number Workforce	1,690	719	252	307	24	23	112	41	19	5	46	3,238
Percentage in Category	52.2	22.2	7.8	9.5	0.7	0.7	3.5	1.3	0.6	0.2	1.4	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		
Over/Under Representation	17.7	-20.3	2.7	-1.6	-0.6	-1.2	1.9	0.0	0.4	-0.3	1.4	
Number Needed to Reach Parity	0	657	0	52	18	39	0	1	0	11		
Number Anticipated Vacancies												324
Number Years to Reach Goal												5
Annual Placement Rate		0.41	0.00	0.03	0.01	0.02	0.00	0.00	0.00	0.01	0.00	
2015 Placement Goal		26	0	2	1	2	0	0	0	0	0	
2016 Placement Goal		26	0	2	1	2	0	0	0	0	0	
2017 Placement Goal		26	0	2	1	2	0	0	0	0	0	
2018 Placement Goal		26	0	2	1	2	0	0	0	0	0	
2019 Placement Goal		26	0	2	1	2	0	0	0	0	0	
Technician												
Current Number Workforce	1,263	155	112	30	11	2	18	4	30	3	12	1,640
Percentage in Category	77	9.5	6.8	1.8	0.7	0.1	1.1	0.2	1.8	0.2	0.7	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		
Over/Under Representation	51.2	-37.8	1.0	-13.5	0.0	-1.6	0.1	-1.0	1.6	-0.6	0.7	
Number Needed to Reach Parity	0	621	0	221	0	26	0	16	0	10		
Number Anticipated Vacancies												164
Number Years to Reach Goal												5
Annual Placement Rate		0.76	0.00	0.27	0.00	0.03	0.00	0.02	0.00	0.01	0.00	
2015 Placement Goal		25	0	9	0	1	0	0	0	0	0	
2016 Placement Goal		25	0	9	0	1	0	0	0	0	0	
2017 Placement Goal		25	0	9	0	1	0	0	0	0	0	
2018 Placement Goal		25	0	9	0	1	0	0	0	0	0	
2019 Placement Goal		25	0	9	0	1	0	0	0	0	0	
Protective Services												
Current Number Workforce	145	21	9	4	5		2				10	196
Percentage in Category	74.0	10.7	4.6	2.0	2.6		1.0				5.1	100.0
Percentage of Availability	57.2	12.7	16.2	9.8	2.0	0.8	0.4	0.1	0.6	0.2		
Over/Under Representation	16.8	-2.0	-11.6	-7.8	0.6	-0.8	0.6	-0.1	-0.6	-0.2	5.1	
Number Needed to Reach Parity	0	4	23	15	0	2	0	0	1	0		
Number Anticipated Vacancies												20
Number Years to Reach Goal												5
Annual Placement Rate		0.04	0.23	0.15	0.00	0.02	0.00	0.00	0.01	0.00	0.00	
2015 Placement Goal		1	1	1	0	1	0	0	0	0	0	
2016 Placement Goal		1	1	1	0	1	0	0	0	0	0	
2017 Placement Goal		1	1	1	0	0	0	0	0	0	0	
2018 Placement Goal		1	1	1	0	0	0	0	0	0	0	
2019 Placement Goal		0	1	1	0	0	0	0	0	0	0	

Table 5.1b: Department-Wide Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total
Paraprofessional												
Current Number Workforce	1											1
Percentage in Category	100.0											100.0
Percentage of Availability	39.7	36.1	7.7	11.4	3.6	1.1	0.2	0.2	0.0	0.0		
Over/Under Representation	60.3	-36.1	-7.7	-11.4	-3.6	-1.1	-0.2	-0.2	0.0	0.0		
Number Needed to Reach Parity		0	0	0	0	0	0	0	0	0		
Number Anticipated Vacancies												
Number Years to Reach Goal												
Annual Placement Rate												
2015 Placement Goal												
2016 Placement Goal												
2017 Placement Goal												
2018 Placement Goal												
2019 Placement Goal												
Administrative Support												
Current Number Workforce	125	688	50	236	1	11	1	6	4	14	49	1,185
Percentage in Category	10.5	58.1	4.2	19.9	0.1	0.9	0.1	0.5	0.3	1.2	4.1	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		
Over/Under Representation	-6.4	3.8	-2.6	3.8	-1.1	-1.7	-0.4	-0.5	0.1	0.7	4.1	
Number Needed to Reach Parity	75	0	31	0	13	20	5	6	0	0		
Number Anticipated Vacancies												119
Number Years to Reach Goal												5
Annual Placement Rate		0.00	0.05	0.00	0.02	0.03	0.01	0.01	0.00	0.00	0.00	
2015 Placement Goal		0	1	0	1	1	0	0	0	0	0	
2016 Placement Goal		0	1	0	1	1	0	0	0	0	0	
2017 Placement Goal		0	1	0	1	1	0	0	0	0	0	
2018 Placement Goal		0	1	0	1	1	0	0	0	0	0	
2019 Placement Goal		0	1	0	1	1	0	0	0	0	0	
Skilled Craft												
Current Number Workforce	4,100	98	884	19	51	3	6		155	7	54	5,377
Percentage in Category	76.3	1.8	16.4	0.4	0.9	0.1	0.1		2.9	0.1	1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		
Over/Under Representation	23.6	-6.5	0.5	-4.5	-12.1	-2.5	-0.8	-0.5	1.8	-0.1	1.0	
Number Needed to Reach Parity	0	348	0	244	648	137	42	27	0	4		
Number Anticipated Vacancies												538
Number Years to Reach Goal												5
Annual Placement Rate		0.13	0.00	0.09	0.24	0.05	0.02	0.01	0.00	0.00	0.00	
2015 Placement Goal		14	0	10	26	5	0	0	0	0	0	
2016 Placement Goal		14	0	10	26	5	0	0	0	0	0	
2017 Placement Goal		14	0	10	26	5	0	0	0	0	0	
2018 Placement Goal		14	0	10	26	5	0	0	0	0	0	
2019 Placement Goal		14	0	10	26	5	0	0	0	0	0	
Service and Maintenance												
Current Number Workforce	18	3	9	4							4	38
Percentage in Category	47.4	7.9	23.7	10.5							10.5	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		
Over/Under Representation	26.9	-27.5	13.0	-8.6	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	10.5	
Number Needed to Reach Parity	0	10	0	3	2	2	0	0	0	0		
Number Anticipated Vacancies												4
Number Years to Reach Goal												5
Annual Placement Rate		0.50	0.00	0.15	0.10	0.10	0.00	0.00	0.00	0.00	0.00	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0	
2016 Placement Goal		1	0	1	1	1	0	0	0	0	0	
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0	
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0	
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0	

Table 5.1c Department-Wide Job Placement Goals Without Reductions

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total
Officials and Administrators												
Current Number Workforce	47	17	8	9	2		1				4	88
Percentage in Category	53.4	19.3	9.1	10.2	2.3		1.1				4.5	100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		
Over/Under Representation	0.9	-10.7	3.7	3.9	0.3	-1.1	-0.2	-0.8	-0.4	-0.3	0.0	
Number Needed to Reach Parity	0	9	0	0	0	1	0	1	0	0		
Number Anticipated Vacancies												9
Number Years to Reach Goal												3
Annual Placement Rate		0.33	0.00	0.00	0.00	0.04	0.00	0.04	0.00	0.00	0.00	
2015 Placement Goal		3	0	0	0	0	0	0	0	0	0	
2016 Placement Goal		3	0	0	0	0	0	0	0	0	0	
2017 Placement Goal		3	0	0	0	0	0	0	0	0	0	
Professional												
Current Number Workforce	1,690	719	252	307	24	23	112	41	19	5	46	3,238
Percentage in Category	52.2	22.2	7.8	9.5	0.7	0.7	3.5	1.3	0.6	0.2	1.4	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		
Over/Under Representation	17.7	-20.3	2.7	-1.6	-0.6	-1.2	1.9	0.0	0.4	-0.3	1.4	
Number Needed to Reach Parity	0	657	0	52	18	39	0	1	0	11		
Number Anticipated Vacancies												324
Number Years to Reach Goal												5
Annual Placement Rate		0.41	0.00	0.03	0.01	0.02	0.00	0.00	0.00	0.01	0.00	
2015 Placement Goal		131	0	10	4	8	0	0	0	2	0	
2016 Placement Goal		131	0	10	4	8	0	0	0	2	0	
2017 Placement Goal		131	0	10	4	8	0	0	0	2	0	
2018 Placement Goal		131	0	10	4	8	0	0	0	2	0	
2019 Placement Goal		131	0	10	4	8	0	0	0	2	0	
Technician												
Current Number Workforce	1,263	155	112	30	11	2	18	4	30	3	12	1,640
Percentage in Category	77	9.5	6.8	1.8	0.7	0.1	1.1	0.2	1.8	0.2	0.7	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		
Over/Under Representation	51.2	-37.8	1.0	-13.5	0.0	-1.6	0.1	-1.0	1.6	-0.6	0.7	
Number Needed to Reach Parity	0	621	0	221	0	26	0	16	0	10		
Number Anticipated Vacancies												164
Number Years to Reach Goal												5
Annual Placement Rate		0.76	0.00	0.27	0.00	0.03	0.00	0.02	0.00	0.01	0.00	
2015 Placement Goal		124	0	44	0	5	0	3	0	2	0	
2016 Placement Goal		124	0	44	0	5	0	3	0	2	0	
2017 Placement Goal		124	0	44	0	5	0	3	0	2	0	
2018 Placement Goal		124	0	44	0	5	0	3	0	2	0	
2019 Placement Goal		124	0	44	0	5	0	3	0	2	0	

Table 5.1c Department-Wide Job Placement Goals Without Reductions (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total
Protective Services												
Current Number Workforce	145	21	9	4	5		2				10	196
Percentage in Category	74.0	10.7	4.6	2.0	2.6		1				5.1	100
Percentage of Availability	57.2	12.7	16.2	9.8	2	0.8	0.4	0.1	0.6	0.2		
Over/Under Representation	16.8	-2.0	-11.6	-7.8	0.6	-0.8	0.6	-0.1	-0.6	-0.2	5.1	
Number Needed to Reach Parity	0	4	23	15	0	2	0	0	1	0		
Number Anticipated Vacancies												20
Number Years to Reach Goal												5
Annual Placement Rate		0.04	0.23	0.15	0.00	0.02	0.00	0.00	0.01	0.00	0.00	
2015 Placement Goal		1	5	3	0	0	0	0	0	0	0	
2016 Placement Goal		1	5	3	0	0	0	0	0	0	0	
2017 Placement Goal		1	5	3	0	0	0	0	0	0	0	
2018 Placement Goal		1	5	3	0	0	0	0	0	0	0	
2019 Placement Goal		0	5	3	0	0	0	0	0	0	0	
Paraprofessional												
Percentage in Category	100.0											100.0
Percentage of Availability	39.7	36.1	7.7	11.4	3.6	1.1	0.2	0.2	0.0	0.0		
Over/Under Representation	60.3	-36.1	-7.7	-11.4	-3.6	-1.1	-0.2	-0.2	0.0	0.0		
Number Needed to Reach Parity		0	0	0	0	0	0	0	0	0		
Administrative Support												
Current Number Workforce	125	688	50	236	1	11	1	6	4	14	49	1,185
Percentage in Category	10.5	58.1	4.2	19.9	0.1	0.9	0.1	0.5	0.3	1.2	4.1	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		
Over/Under Representation	-6.4	3.8	-2.6	3.8	-1.1	-1.7	-0.4	-0.5	0.1	0.7	4.1	
Number Needed to Reach Parity	75	0	31	0	13	20	5	6	0	0		
Number Anticipated Vacancies												119
Number Years to Reach Goal												5
Annual Placement Rate		0.00	0.05	0.00	0.02	0.03	0.01	0.01	0.00	0.00	0.00	
2015 Placement Goal		0	6	0	3	4	1	1	0	0	0	
2016 Placement Goal		0	6	0	3	4	1	1	0	0	0	
2017 Placement Goal		0	6	0	3	4	1	1	0	0	0	
2018 Placement Goal		0	6	0	3	4	1	1	0	0	0	
2019 Placement Goal		0	6	0	3	4	1	1	0	0	0	

Table 5.1c Department-Wide Job Placement Goals Without Reductions (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total
Skilled Craft												
Current Number Workforce	4,100	98	884	19	51	3	6		155	7	54	5,377
Percentage in Category	76.3	1.8	16.4	0.4	0.9	0.1	0.1		2.9	0.1	1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		
Over/Under Representation	23.6	-6.5	0.5	-4.5	-12.1	-2.5	-0.8	-0.5	1.8	-0.1	1.0	
Number Needed to Reach Parity	0	348	0	244	648	137	42	27	0	4		
Number Anticipated Vacancies												538
Number Years to Reach Goal												5
Annual Placement Rate		0.13	0.00	0.09	0.24	0.05	0.02	0.01	0.00	0.00	0.00	
2015 Placement Goal		70	0	49	130	27	8	5	0	1	0	
2016 Placement Goal		70	0	49	130	27	8	5	0	1	0	
2017 Placement Goal		70	0	49	130	27	8	5	0	1	0	
2018 Placement Goal		70	0	49	130	27	8	5	0	1	0	
2019 Placement Goal		70	0	49	130	27	8	5	0	0	0	
Service and Maintenance												
Current Number Workforce	18	3	9	4							4	38
Percentage in Category	47.4	7.9	23.7	10.5							10.5	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		
Over/Under Representation	26.9	-27.5	13.0	-8.6	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	10.5	
Number Needed to Reach Parity	0	10	0	3	2	2	0	0	0	0		
Number Anticipated Vacancies												4
Number Years to Reach Goal												5
Annual Placement Rate		0.50	0.00	0.15	0.10	0.10	0.00	0.00	0.00	0.00	0.00	
2015 Placement Goal		2	0	1	0	0	0	0	0	0	0	
2016 Placement Goal		2	0	1	0	0	0	0	0	0	0	
2017 Placement Goal		2	0	1	0	0	0	0	0	0	0	
2018 Placement Goal		2	0	0	0	0	0	0	0	0	0	
2019 Placement Goal		2	0	0	0	0	0	0	0	0	0	

Table 5.2a: Representation Analysis of Department Excluding Highway Divisions as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	35	16	7	9	2	0	1	0	0	0	4	19	25	74
Percentage in Category	47.3	21.6	9.5	12.2	2.7	0.0	1.4	0.0	0.0	0.0	5.4	25.7	33.8	100.0
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	-5.2	-8.4	4.1	5.9	0.7	-1.1	0.1	-0.8	-0.4	-0.3	0.0	8.1	-4.7	
Number Needed to Reach Parity	4	6	0	0	0	1	0	1	0	0	0	0	3	
Professional														
Current Number Workforce	1173	611	214	286	21	23	103	40	11	5	45	706	965	2532
Percentage in Category	46.3	24.1	8.5	11.3	0.8	0.9	4.1	1.6	0.4	0.2	1.8	27.9	38.1	100.0
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	11.8	-18.4	3.4	0.2	-0.5	-1.0	2.5	0.3	0.2	-0.3	0.0	4.9	-19.2	
Number Needed to Reach Parity	0	465	0	0	12	25	0	0	0	8	0	0	486	
Technician														
Current Number Workforce	360	80	43	23	5	2	12	4	7	0	7	96	109	543
Percentage in Category	66.3	14.7	7.9	4.2	0.9	0.4	2.2	0.7	1.3	0.0	1.3	17.7	20.1	100.0
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	40.5	-32.6	2.1	-11.1	0.2	-1.3	1.2	-0.5	1.1	-0.8	0.0	-9.0	-46.2	
Number Needed to Reach Parity	0	177	0	60	0	7	0	3	0	4	0	49	251	
Protective Services														
Current Number Workforce	145	21	9	4	5		2				10	20	25	196
Percentage in Category	74.0	10.7	4.6	2.0	2.6		1.0				5.1	10.2	12.8	100.0
Percentage of Availability	57.2	12.7	16.2	9.8	2.0	0.8	0.4	0.1	0.6	0.2		30.1	23.6	
Over/Under Representation	16.8	-2.0	-11.6	-7.8	0.6	-0.8	0.6	-0.1	-0.6	-0.2	0.0	-19.9	-10.8	
Number Needed to Reach Parity	0	4	23	15	0	2	0	0	1	0	0	39	21	
Paraprofessional														
Current Number Workforce	1													1
Percentage in Category	100.0													100.0
Percentage of Availability	39.7	36.1	7.7	11.4	3.6	1.1	0.2	0.2	0.0	0.0	0.0	0.0	0.0	
Over/Under Representation	60.3	-36.1	-7.7	-11.4	-3.6	-1.1	-0.2	-0.2	0.0	0.0	0.0	0.0	0.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0	0	0	0	
Administrative Support														
Current Number Workforce	64	325	47	202	1	10	1	6	2	5	47	274	548	710
Percentage in Category	9.0	45.8	6.6	28.5	0.1	1.4	0.1	0.8	0.3	0.7	6.6	38.6	77.2	100.0
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-7.9	-8.5	-0.2	12.4	-1.1	-1.2	-0.4	-0.2	0.1	0.2	0.0	9.7	2.7	
Number Needed to Reach Parity	56	61	1	0	8	8	3	1	0	0	0	0	0	
Skilled Craft														
Current Number Workforce	391	23	33	0	3	0	3	0	1	0	5	41	23	459
Percentage in Category	85.2	5.0	7.2	0.0	0.7	0.0	0.7	0.0	0.2	0.0	1.1	8.9	5.0	100.0
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	32.5	-3.3	-8.7	-4.9	-12.3	-2.6	-0.2	-0.5	-0.9	-0.2	0.0	-30.2	-11.5	
Number Needed to Reach Parity	0	15	40	22	57	12	1	2	4	1	0	138	53	
Service and Maintenance														
Current Number Workforce	8	1	3	0	0	0	0	0	0	0	0	3	1	12
Percentage in Category	66.7	8.3	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	8.3	100.0
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	46.2	-27.1	14.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-19.0	-53.7	
Number Needed to Reach Parity	0	3	0	2	1	1	0	0	0	0	0	2	6	

Source: BEACON Report 0178-F

Table 5.2b: Department Excluding Highway Divisions Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
2015 Placement Goal		1	0	0	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Professional														
2015 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2016 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2017 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2018 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2019 Placement Goal		19	0	0	1	1	0	0	0	0	0			
Technician														
2015 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2016 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2017 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2018 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2019 Placement Goal		7	0	2	0	1	0	0	0	0	0			
Protective Services														
2015 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2017 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2018 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	1	1	0	0	0	0	0	0	0			
Paraprofessional														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Administrative Support														
2015 Placement Goal		2	1	0	1	1	0	0	0	0	0			
2016 Placement Goal		2	0	0	1	1	0	0	0	0	0			
2017 Placement Goal		2	0	0	1	1	0	0	0	0	0			
2018 Placement Goal		2	0	0	1	1	0	0	0	0	0			
2019 Placement Goal		2	0	0	1	1	0	0	0	0	0			
Skilled Craft														
2015 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	2	1	2	1	0	0	0	0	0			
Service and Maintenance														
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Source: BEACON Report 0178-F

Table 5.3a: Representation Analysis Division 1 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	30	10	1	1	1							3	11	43
Percentage in Category	69.8	23.3	2.3	2.3	2.3							7	25.6	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	35.3	-19.2	-2.8	-8.8	1.0	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-16.0	-31.7	
Number Needed to Reach Parity	0	8	1	4	0	1	1	1	0	0		7	14	
Technician														
Current Number Workforce	49	3	3	1								4	4	56
Percentage in Category	87.5	5.4	5.4	1.8								7.1	7.1	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	61.7	-41.9	-0.4	-13.5	-0.7	-1.7	-1.0	-1.2	-0.2	-0.8	0.0	-19.6	-59.2	
Number Needed to Reach Parity	0	23	0	8	0	1	1	1	0	0		11	33	
Administrative Support														
Current Number Workforce	3	27		4								4	31	34
Percentage in Category	8.8	79.4		11.8								11.8	91.2	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-8.1	25.1	-6.8	-4.3	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-17.1	16.7	
Number Needed to Reach Parity	3	0	2	1	0	1	0	0	0	0		6	0	
Skilled Craft														
Current Number Workforce	241	5	143	2	2				2		2	149	7	397
Percentage in Category	60.7	1.3	36	0.5	0.5				0.5		0.5	37.5	1.8	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	8.0	-7.0	20.1	-4.4	-12.5	-2.6	-0.9	-0.5	-0.6	-0.2	0.5	-1.6	-14.7	
Number Needed to Reach Parity	0	28	0	17	50	10	4	2	2	1		6	59	
Service and Maintenance														
Current Number Workforce	2		2									2		4
Percentage in Category	50		50									50		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	29.5	-35.4	39.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	6.0	-62.0	
Number Needed to Reach Parity	0	1	0	1	0	0	0	0	0	0		0	2	

Source: BEACON Report 0178-F

Table 5.3b: Division 1 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	1	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	0	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	0	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0
Service and Maintenance										
2015 Placement Goal		1	0	1	0	0	0	0	0	0
2016 Placement Goal		0	0	0	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0

Table 5.4a: Representation Analysis Division 2 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	33	7	2	1			2					5	8	45
Percentage in Category	73.3	15.6	4.4	2.2			4.4					11.1	17.8	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	38.8	-26.9	-0.7	-8.9	-1.3	-1.9	2.8	-1.3	-0.2	-0.5	0.0	-11.9	-39.5	
Number Needed to Reach Parity	0	12	0	4	1	1	0	1	0	0		5	18	
Technician														
Current Number Workforce	45	6	8									8	6	59
Percentage in Category	76.3	10.2	13.6									13.6	10.2	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	50.5	-37.1	7.8	-15.3	-0.7	-1.7	-1.0	-1.2	-0.2	-0.8	0.0	-13.1	-56.1	
Number Needed to Reach Parity	0	22	0	9	0	1	1	1	0	0		8	33	
Administrative Support														
Current Number Workforce	3	23	2	3		1					1	6	27	33
Percentage in Category	9.1	69.7	6.1	9.1		3					3	18.2	81.8	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-7.8	15.4	-0.7	-7.0	-1.2	0.4	-0.5	-1.0	-0.2	-0.5	3.0	-10.7	7.3	
Number Needed to Reach Parity	3	0	0	2	0	0	0	0	0	0		4	0	
Skilled Craft														
Current Number Workforce	221	7	105	2	3				1		4	112	9	343
Percentage in Category	64.4	2	30.6	0.6	0.9				0.3		1.2	32.7	2.6	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	11.7	-6.3	14.7	-4.3	-12.1	-2.6	-0.9	-0.5	-0.8	-0.2	1.2	-6.4	-13.9	
Number Needed to Reach Parity	0	21	0	15	42	9	3	2	3	1		22	48	
Service and Maintenance														
Current Number Workforce			1								1	1		2
Percentage in Category			50								50	50		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	-35.4	39.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	50.0	6.0	-62.0	
Number Needed to Reach Parity	0	1	0	0	0	0	0	0	0	0		0	1	

Source: BEACON Report 0178-F

Table 5.4b: Division 2 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	0	1	0	0	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	0	1	0	0	0	0	0	0
2016 Placement Goal		0	0	1	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0
Service and Maintenance										
2015 Placement Goal		1	0	0	0	0	0	0	0	0
2016 Placement Goal		0	0	0	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0

Table 5.5a: Representation Analysis Division 3 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce		1											1	1
Percentage in Category		100											100	100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	-52.5	70.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	61.5	
Number Needed to Reach Parity	1	0	0	0	0	0	0	0	0	0		0	1	
Professional														
Current Number Workforce	30	14	1	2			2					5	16	49
Percentage in Category	61.2	28.6	2	4.1			4.1					10.2	32.7	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	26.7	-13.9	-3.1	-7.0	-1.3	-1.9	2.5	-1.3	-0.2	-0.5	0.0	-12.8	-24.6	
Number Needed to Reach Parity	0	7	1	3	1	1	0	1	0	0		6	12	
Technician														
Current Number Workforce	67	11	3		3				3			9	11	87
Percentage in Category	77	12.6	3.4		3.4				3.4			10.3	12.6	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	51.2	-34.7	-2.4	-15.3	2.7	-1.7	-1.0	-1.2	3.2	-0.8	0.0	-16.4	-53.7	
Number Needed to Reach Parity	0	30	2	13	0	1	1	1	0	1		14	47	
Administrative Support														
Current Number Workforce	3	30	1							1		2	31	35
Percentage in Category	8.6	85.7	2.9							2.9		5.7	88.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-8.3	31.4	-3.9	-16.1	-1.2	-2.6	-0.5	-1.0	-0.2	2.4	0.0	-23.2	14.1	
Number Needed to Reach Parity	3	0	1	6	0	1	0	0	0	0		8	0	
Skilled Craft														
Current Number Workforce	204	11	64	1	3	1			19	1	3	89	14	307
Percentage in Category	66.4	3.6	20.8	0.3	1	0.3			6.2	0.3	1	29	4.6	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	13.7	-4.7	4.9	-4.6	-12.0	-2.3	-0.9	-0.5	5.1	0.1	1.0	-10.1	-11.9	
Number Needed to Reach Parity	0	14	0	14	37	7	3	2	0	0		31	37	
Service and Maintenance														
Current Number Workforce		1											1	1
Percentage in Category		100											100	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	64.6	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-44.0	38.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	

Source: BEACON Report 0178-F

Table 5.5b: Division 3 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	0	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	1	1	0	1	0	0	0	0
2016 Placement Goal		1	1	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	0	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	1	0	0	0	0	0	0
2019 Placement Goal		0	0	1	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	1	1	0	0	0	0
2017 Placement Goal		1	0	1	1	1	0	0	0	0
2018 Placement Goal		1	0	1	1	1	0	0	0	0
2019 Placement Goal		1	0	1	1	1	0	0	0	0

Table 5.6a: Representation Analysis Division 4 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	35	8	2	3								5	11	48
Percentage in Category	72.9	16.7	4.2	6.3								10.4	22.9	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	38.4	-25.8	-0.9	-4.8	-1.3	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-12.6	-34.4	
Number Needed to Reach Parity	0	12	0	2	1	1	1	1	0	0		6	17	
Technician														
Current Number Workforce	61	8	9						2			11	8	80
Percentage in Category	76.3	10	11.3						2.5			13.8	10	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	50.5	-37.3	5.5	-15.3	-0.7	-1.7	-1.0	-1.2	2.3	-0.8	0.0	-12.9	-56.3	
Number Needed to Reach Parity	0	30	0	12	1	1	1	1	0	1		10	45	
Administrative Support														
Current Number Workforce	2	25							1	1		2	26	29
Percentage in Category	6.9	86.2							3.4	3.4		6.9	89.7	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-10.0	31.9	-6.8	-16.1	-1.2	-2.6	-0.5	-1.0	3.2	2.9	0.0	-22.0	15.2	
Number Needed to Reach Parity	3	0	2	5	0	1	0	0	0	0		6	0	
Skilled Craft														
Current Number Workforce	242	3	100	1	2	1			9		6	113	5	364
Percentage in Category	66.5	0.8	27.5	0.3	0.5	0.3			2.5		1.6	31	1.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	13.8	-7.5	11.6	-4.6	-12.5	-2.3	-0.9	-0.5	1.4	-0.2	1.6	-8.1	-15.1	
Number Needed to Reach Parity	0	27	0	17	45	8	3	2	0	1		29	55	
Service and Maintenance														
Current Number Workforce	4		1	4								5	4	9
Percentage in Category	44.4		11.1	44.4								55.6	44.4	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	23.9	-35.4	0.4	25.3	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	11.6	-17.6	
Number Needed to Reach Parity	0	3	0	0	0	0	0	0	0	0		0	2	

Source: BEACON Report 0178-F

Table 5.6b: Division 4 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	0	0	0	0	0	0	0
2018 Placement Goal		1	0	0	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	1	0	0	0	0	0	0
2019 Placement Goal		0	0	1	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0
Service and Maintenance										
2015 Placement Goal		1	0	0	0	0	0	0	0	0
2016 Placement Goal		1	0	0	0	0	0	0	0	0
2017 Placement Goal		1	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0

Table 5.7a: Representation Analysis Division 5 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	40	7	7	4			4					15	11	62
Percentage in Category	64.5	11.3	11.3	6.5			6.5					24.2	17.7	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	30.0	-31.2	6.2	-4.6	-1.3	-1.9	4.9	-1.3	-0.2	-0.5	0.0	1.2	-39.6	
Number Needed to Reach Parity	0	19	0	3	1	1	0	1	0	0		0	25	
Technician														
Current Number Workforce	81	3	8	1			3		1			13	4	97
Percentage in Category	83.5	3.1	8.2	1			3.1		1			13.4	4.1	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	57.7	-44.2	2.4	-14.3	-0.7	-1.7	2.1	-1.2	0.8	-0.8	0.0	-13.3	-62.2	
Number Needed to Reach Parity	0	43	0	14	1	2	0	1	0	1		13	60	
Administrative Support														
Current Number Workforce	5	28		5					2	1		7	35	41
Percentage in Category	12.2	68.3		12.2					4.9	2.4		17.1	85.4	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-4.7	14.0	-6.8	-3.9	-1.2	-2.6	-0.5	-1.0	-0.2	4.4	2.4	-11.8	10.9	
Number Needed to Reach Parity	2	0	3	2	0	1	0	0	0	0		5	0	
Skilled Craft														
Current Number Workforce	270	2	112	2	10				2		3	126	4	401
Percentage in Category	67.3	0.5	27.9	0.5	2.5				0.5		0.7	31.4	1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	14.6	-7.8	12.0	-4.4	-10.5	-2.6	-0.9	-0.5	-0.6	-0.2	0.7	-7.7	-15.5	
Number Needed to Reach Parity	0	31	0	18	42	10	4	2	2	1		31	62	

Source: BEACON Report 0178-F

Table 5.7b: Division 5 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	0	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		2	0	1	1	1	0	0	0	0
2016 Placement Goal		2	0	1	0	1	0	0	0	0
2017 Placement Goal		2	0	1	0	0	0	0	0	0
2018 Placement Goal		2	0	1	0	0	0	0	0	0
2019 Placement Goal		2	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	1	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0

Table 5.8a: Representation Analysis Division 6 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	35	4	2						3			5	4	44
Percentage in Category	79.5	9.1	4.5						6.8			11.4	9.1	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	45.0	-33.4	-0.6	-11.1	-1.3	-1.9	-1.6	-1.3	6.6	-0.5	0.0	-11.6	-48.2	
Number Needed to Reach Parity	0	15	0	5	1	1	1	1	0	0		5	21	
Technician														
Current Number Workforce	54	6	5	2			1		5			13	8	73
Percentage in Category	74	8.2	6.8	2.7			1.4		6.8			17.8	11	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	48.2	-39.1	1.0	-12.6	-0.7	-1.7	0.4	-1.2	6.6	-0.8	0.0	-8.9	-55.3	
Number Needed to Reach Parity	0	29	0	9	1	1	0	1	0	1		6	40	
Administrative Support														
Current Number Workforce	3	25		2						1		3	28	31
Percentage in Category	9.7	80.6		6.5						3.2		9.7	90.3	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-7.2	26.3	-6.8	-9.6	-1.2	-2.6	-0.5	-1.0	-0.2	2.7	0.0	-19.2	15.8	
Number Needed to Reach Parity	2	0	2	3	0	1	0	0	0	0		6	0	
Skilled Craft														
Current Number Workforce	231		72	2	5	1	1		36	2		119	5	350
Percentage in Category	66		20.6	0.6	1.4	0.3	0.3		10.3	0.6		34	1.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13.0	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	13.3	-8.3	4.7	-4.3	-11.6	-2.3	-0.6	-0.5	9.2	0.4	0.0	-5.1	-15.1	
Number Needed to Reach Parity	0	29	0	15	41	8	2	2	0	0		18	53	

Source: BEACON Report 0178-F

Table 5.8b: Division 6 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0

Table 5.9a: Representation Analysis Division 7 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	36	11	8	3					2			13	14	60
Percentage in Category	60	18.3	13.3	5					3.3			21.7	23.3	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	25.5	-24.2	8.2	-6.1	-1.3	-1.9	-1.6	-1.3	3.1	-0.5	0.0	-1.3	-34.0	
Number Needed to Reach Parity	0	15	0	4	1	1	1	1	0	0		1	20	
Technician														
Current Number Workforce	86	2	6		1				2		1	9	2	98
Percentage in Category	87.8	2	6.1		1				2		1	9.2	2	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	62.0	-45.3	0.3	-15.3	0.3	-1.7	-1.0	-1.2	1.8	-0.8	1.0	-17.5	-64.3	
Number Needed to Reach Parity	0	44	0	15	0	2	1	1	0	1		17	63	
Administrative Support														
Current Number Workforce	1	27		7					1	1		9	35	37
Percentage in Category	2.7	73		18.9					2.7	2.7		24.3	94.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-14.2	18.7	-6.8	2.8	-1.2	-2.6	-0.5	-1.0	2.5	2.2	0.0	-4.6	20.1	
Number Needed to Reach Parity	5	0	3	0	0	1	0	0	0	0		2	0	
Skilled Craft														
Current Number Workforce	229		58						17			75		304
Percentage in Category	75.3		19.1						5.6			24.7		100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	22.6	-8.3	3.2	-4.9	-13.0	-2.6	-0.9	-0.5	4.5	-0.2	0.0	-14.4	-16.5	
Number Needed to Reach Parity	0	25	0	15	40	8	3	2	0	1		44	50	

Source: BEACON Report 0178-F

Table 5.9b: Division 7 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	0	0	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		2	0	1	0	1	0	0	0	0
2016 Placement Goal		2	0	1	0	1	0	0	0	0
2017 Placement Goal		2	0	1	0	0	0	0	0	0
2018 Placement Goal		2	0	1	0	0	0	0	0	0
2019 Placement Goal		2	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	0	0	1	0	0	0	0
2016 Placement Goal		0	1	0	0	0	0	0	0	0
2017 Placement Goal		0	1	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0

Table 5.10a: Representation Analysis Division 8 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	38	7	5		1						1	6	7	52
Percentage in Category	73.1	13.5	9.6		1.9						1.9	11.5	13.5	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	38.6	-29.0	4.5	-11.1	0.6	-1.9	-1.6	-1.3	-0.2	-0.5	1.9	-11.5	-43.8	
Number Needed to Reach Parity	0	15	0	6	0	1	1	1	0	0		6	23	
Technician														
Current Number Workforce	57	1	5	1					1		1	7	2	66
Percentage in Category	86.4	1.5	7.6	1.5					1.5		1.5	10.6	3	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	60.6	-45.8	1.8	-13.8	-0.7	-1.7	-1.0	-1.2	1.3	-0.8	1.5	-16.1	-63.3	
Number Needed to Reach Parity	0	30	0	9	0	1	1	1	0	1		11	42	
Administrative Support														
Current Number Workforce	5	25		2								2	27	32
Percentage in Category	15.6	78.1		6.3								6.3	84.4	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-1.3	23.8	-6.8	-9.8	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-22.6	9.9	
Number Needed to Reach Parity	0	0	2	3	0	1	0	0	0	0		7	0	
Skilled Craft														
Current Number Workforce	270	6	68	2	6		1		22		2	99	8	377
Percentage in Category	71.6	1.6	18	0.5	1.6		0.3		5.8		0.5	26.3	2.1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	18.9	-6.7	2.1	-4.4	-11.4	-2.6	-0.6	-0.5	4.7	-0.2	0.5	-12.8	-14.4	
Number Needed to Reach Parity	0	25	0	16	43	10	2	2	0	1		48	54	
Service and Maintenance														
Current Number Workforce		1											1	1
Percentage in Category		100											100	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	64.6	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-44.0	38.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	

Source: BEACON Report 0178-F

Table 5.10b: Division 8 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	0	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	2	1	0	0	0	0
2016 Placement Goal		1	0	1	2	1	0	0	0	0
2017 Placement Goal		1	0	1	2	1	0	0	0	0
2018 Placement Goal		1	0	1	2	1	0	0	0	0
2019 Placement Goal		1	0	1	2	1	0	0	0	0

Table 5.11a: Representation Analysis Division 9 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	38	5	3	3			1					7	8	50
Percentage in Category	76	10	6	6			2					14	16	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	41.5	-32.5	0.9	-5.1	-1.3	-1.9	0.4	-1.3	-0.2	-0.5	0.0	-9.0	-41.3	
Number Needed to Reach Parity	0	16	0	3	1	1	0	1	0	0		5	21	
Technician														
Current Number Workforce	64	6	7		2		1			1		11	7	81
Percentage in Category	79	7.4	8.6		2.5		1.2			1.2		13.6	8.6	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	53.2	-39.9	2.8	-15.3	1.8	-1.7	0.2	-1.2	-0.2	0.4	0.0	-13.1	-57.7	
Number Needed to Reach Parity	0	32	0	12	0	1	0	1	0	0		11	47	
Administrative Support														
Current Number Workforce	5	29		2								2	31	36
Percentage in Category	13.9	80.6		5.6								5.6	86.1	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-3.0	26.3	-6.8	-10.5	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-23.3	11.6	
Number Needed to Reach Parity	1	0	2	4	0	1	0	0	0	0		8	0	
Skilled Craft														
Current Number Workforce	237	14	26	1	7				4	1	5	39	16	295
Percentage in Category	80.3	4.7	8.8	0.3	2.4				1.4	0.3	1.7	13.2	5.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	27.6	-3.6	-7.1	-4.6	-10.6	-2.6	-0.9	-0.5	0.3	0.1	1.7	-25.9	-11.1	
Number Needed to Reach Parity	0	10	21	13	31	8	3	1	0	0		76	33	

Source: BEACON Report 0178-F

Table 5.11b: Division 9 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	0	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	0	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	1	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	1	1	1	1	0	0	0	0
2017 Placement Goal		1	1	1	1	1	0	0	0	0
2018 Placement Goal		1	1	1	1	1	0	0	0	0
2019 Placement Goal		1	1	1	1	1	0	0	0	0

Table 5.12a: Representation Analysis Division 10 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce			1									1		1
Percentage in Category			100									100		100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	-52.5	-30.0	94.6	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	82.4	-38.5	
Number Needed to Reach Parity	1	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	50	8	4	3	1			1				9	12	67
Percentage in Category	74.6	11.9	6	4.5	1.5			1.5				13.4	17.9	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	40.1	-30.6	0.9	-6.6	0.2	-1.9	-1.6	0.2	-0.2	-0.5	0.0	-9.6	-39.4	
Number Needed to Reach Parity	0	20	0	4	0	1	1	0	0	0		6	26	
Technician														
Current Number Workforce	80	7	10	2					2		1	14	9	102
Percentage in Category	78.4	6.9	9.8	2					2		1	13.7	8.8	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	52.6	-40.4	4.0	-13.3	-0.7	-1.7	-1.0	-1.2	1.8	-0.8	1.0	-13.0	-57.5	
Number Needed to Reach Parity	0	41	0	14	1	2	1	1	0	1		13	59	
Administrative Support														
Current Number Workforce	3	28		6								6	34	37
Percentage in Category	8.1	75.7		16.2								16.2	91.9	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-8.8	21.4	-6.8	0.1	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-12.7	17.4	
Number Needed to Reach Parity	3	0	3	0	0	1	0	0	0	0		5	0	
Skilled Craft														
Current Number Workforce	247	5	51	2	4				2	1	3	60	8	315
Percentage in Category	78.4	1.6	16.2	0.6	1.3				0.6	0.3	1	19	2.5	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	25.7	-6.7	0.3	-4.3	-11.7	-2.6	-0.9	-0.5	-0.5	0.1	1.0	-20.1	-14.0	
Number Needed to Reach Parity	0	21	0	13	37	8	3	2	1	0		63	44	
Service and Maintenance														
Current Number Workforce			1									1		1
Percentage in Category			100									100		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	-35.4	89.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	56.0	-62.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	1	

Source: BEACON Report 0178-F

Table 5.12b: Division 10 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	0	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		2	0	1	0	1	0	0	0	0
2016 Placement Goal		2	0	1	0	1	0	0	0	0
2017 Placement Goal		2	0	1	0	0	0	0	0	0
2018 Placement Goal		2	0	1	0	0	0	0	0	0
2019 Placement Goal		2	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	0	0	1	0	0	0	0
2016 Placement Goal		0	1	0	0	0	0	0	0	0
2017 Placement Goal		0	1	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	1	1	0	0	0	0
2017 Placement Goal		1	0	1	1	1	0	0	0	0
2018 Placement Goal		1	0	1	1	1	0	0	0	0
2019 Placement Goal		1	0	1	1	1	0	0	0	0

Table 5.13a: Representation Analysis Division 11 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	37	7		1								1	8	45
Percentage in Category	82.2	15.6		2.2								2.2	17.8	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	47.7	-26.9	-5.1	-8.9	-1.3	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-20.8	-39.5	
Number Needed to Reach Parity	0	12	2	4	1	1	1	1	0	0		9	18	
Technician														
Current Number Workforce	58	7							1			1	7	66
Percentage in Category	87.9	10.6							1.5			1.5	10.6	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	62.1	-36.7	-5.8	-15.3	-0.7	-1.7	-1.0	-1.2	1.3	-0.8	0.0	-25.2	-55.7	
Number Needed to Reach Parity	0	24	4	10	0	1	1	1	0	1		17	37	
Administrative Support														
Current Number Workforce	7	29											29	36
Percentage in Category	19.4	80.6											80.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	2.5	26.3	-6.8	-16.1	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-28.9	6.1	
Number Needed to Reach Parity	0	0	2	6	0	1	0	0	0	0		10	0	
Skilled Craft														
Current Number Workforce	351	10	12	2	3				5		8	22	12	391
Percentage in Category	89.8	2.6	3.1	0.5	0.8				1.3		2	5.6	3.1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	37.1	-5.7	-12.8	-4.4	-12.2	-2.6	-0.9	-0.5	0.2	-0.2	2.0	-33.5	-13.4	
Number Needed to Reach Parity	0	22	50	17	48	10	4	2	0	1		131	53	
Service and Maintenance														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	79.5	-35.4	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-44.0	-62.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	1	

Source: BEACON Report 0178-F

Table 5.13b: Division 11 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	1	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	0	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	1	1	0	1	0	0	0	0
2016 Placement Goal		1	1	1	0	0	0	0	0	0
2017 Placement Goal		1	1	1	0	0	0	0	0	0
2018 Placement Goal		1	1	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	1	0	0	0	0	0	0
2019 Placement Goal		0	0	1	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	2	1	2	1	0	0	0	0
2016 Placement Goal		1	2	1	2	1	0	0	0	0
2017 Placement Goal		1	2	1	2	1	0	0	0	0
2018 Placement Goal		1	2	1	2	1	0	0	0	0
2019 Placement Goal		1	2	1	2	1	0	0	0	0

Table 5.14a: Representation Analysis Division 12 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Fem	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	36	9	2						2			4	9	49
Percentage in Category	73.5	18.4	4.1						4.1			8.2	18.4	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	39.0	-24.1	-1.0	-11.1	-1.3	-1.9	-1.6	-1.3	3.9	-0.5	0.0	-14.8	-38.9	
Number Needed to Reach Parity	0	12	0	5	1	1	1	1	0	0		7	19	
Technician														
Current Number Workforce	56	4	3						1			4	4	64
Percentage in Category	87.5	6.3	4.7						1.6			6.3	6.3	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	61.7	-41.0	-1.1	-15.3	-0.7	-1.7	-1.0	-1.2	1.4	-0.8	0.0	-20.4	-60.0	
Number Needed to Reach Parity	0	26	1	10	0	1	1	1	0	1		13	38	
Administrative Support														
Current Number Workforce	4	23		1						1		2	25	29
Percentage in Category	13.8	79.3		3.4						3.4		6.9	86.2	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-3.1	25.0	-6.8	-12.7	-1.2	-2.6	-0.5	-1.0	-0.2	2.9	0.0	-22.0	11.7	
Number Needed to Reach Parity	1	0	2	4	0	1	0	0	0	0		6	0	
Skilled Craft														
Current Number Workforce	255	4	20		2				6		3	28	4	290
Percentage in Category	87.9	1.4	6.9		0.7				2.1		1	9.7	1.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	35.2	-6.9	-9.0	-4.9	-12.3	-2.6	-0.9	-0.5	1.0	-0.2	1.0	-29.4	-15.1	
Number Needed to Reach Parity	0	20	26	14	36	8	3	1	0	1		85	44	
Service and Maintenance														
Current Number Workforce			1									1		1
Percentage in Category			100									100		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	-35.4	89.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	56.0	-62.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	1	

Source: BEACON Report 0178-F

Table 5.14b: Division 12 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Fem
Officials and Administrators										
2015 Placement Goal		0	0	0	0	0	0	0	0	0
2016 Placement Goal		0	0	0	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Professional										
2015 Placement Goal		1	0	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	1	1	0	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	1	0	0	0	0	0	0
2018 Placement Goal		0	0	1	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	1	1	1	1	0	0	0	0
2017 Placement Goal		1	1	1	1	1	0	0	0	0
2018 Placement Goal		1	1	1	1	1	0	0	0	0
2019 Placement Goal		1	1	1	1	1	0	0	0	0
Service and Maintenance										
2015 Placement Goal		0	0	0	0	0	0	0	0	0
2016 Placement Goal		0	0	0	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0

Table 5.15a: Representation Analysis Division 13 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Fem	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	36	6	1									1	6	43
Percentage in Category	83.7	14	2.3									2.3	14	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	49.2	-28.5	-2.8	-11.1	-1.3	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-20.7	-43.3	
Number Needed to Reach Parity	0	12	1	5	1	1	1	1	0	0		9	19	
Technician														
Current Number Workforce	72	7	2						1			3	7	82
Percentage in Category	87.8	8.5	2.4						1.2			3.7	8.5	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	62.0	-38.8	-3.4	-15.3	-0.7	-1.7	-1.0	-1.2	1.0	-0.8	0.0	-23.0	-57.8	
Number Needed to Reach Parity	0	32	3	13	1	1	1	1	0	1		19	47	
Administrative Support														
Current Number Workforce	6	16		2						2		4	20	26
Percentage in Category	23.1	61.5		7.7						7.7		15.4	76.9	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	6.2	7.2	-6.8	-8.4	-1.2	-2.6	-0.5	-1.0	-0.2	7.2	0.0	-13.5	2.4	
Number Needed to Reach Parity	0	0	2	2	0	1	0	0	0	0		4	0	
Skilled Craft														
Current Number Workforce	344	6	10	2					14		2	26	8	378
Percentage in Category	91	1.6	2.6	0.5					3.7		0.5	6.9	2.1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	38.3	-6.7	-13.3	-4.4	-13.0	-2.6	-0.9	-0.5	2.6	-0.2	0.5	-32.2	-14.4	
Number Needed to Reach Parity	0	25	50	17	49	10	3	2	0	1		122	54	

Source: BEACON Report 0178-F

Table 5.15b: Division 13 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Fem	Asian Male	Asian Female	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	0	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	1	1	0	0	0	0	0	0
2017 Placement Goal		1	1	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	2	1	2	1	0	0	0	0
2016 Placement Goal		1	2	1	2	1	0	0	0	0
2017 Placement Goal		1	2	1	2	1	0	0	0	0
2018 Placement Goal		1	2	1	2	1	0	0	0	0
2019 Placement Goal		1	2	1	2	1	0	0	0	0

Table 5.16a: Representation Analysis Division 14 as of June 2013

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Professional														
Current Number Workforce	43	5							1			1	5	49
Percentage in Category	87.8	10.2							2			2	10.2	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	53.3	-32.3	-5.1	-11.1	-1.3	-1.9	-1.6	-1.3	1.8	-0.5	0.0	-21.0	-47.1	
Number Needed to Reach Parity	0	16	2	5	1	1	1	1	0	0		10	23	
Technician														
Current Number Workforce	73	4					1		4	2	2	7	6	86
Percentage in Category	84.9	4.7					1.2		4.7	2.3	2.3	8.1	7	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	59.1	-42.6	-5.8	-15.3	-0.7	-1.7	0.2	-1.2	4.5	1.5	2.3	-18.6	-59.3	
Number Needed to Reach Parity	0	37	5	13	1	1	0	1	0	0		16	51	
Administrative Support														
Current Number Workforce	11	28											28	39
Percentage in Category	28.2	71.8											71.8	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	11.3	17.5	-6.8	-16.1	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-28.9	-2.7	
Number Needed to Reach Parity	0	0	3	6	0	1	0	0	0	0		11	1	
Skilled Craft														
Current Number Workforce	367	2	10		1		1		15	2	8	29	4	406
Percentage in Category	90.4	0.5	2.5		0.2		0.2		3.7	0.5	2	7.1	1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	37.7	-7.8	-13.4	-4.9	-12.8	-2.6	-0.7	-0.5	2.6	0.3	2.0	-32.0	-15.5	
Number Needed to Reach Parity	0	32	55	20	52	11	3	2	0	0		130	63	
Service and Maintenance														
Current Number Workforce	3										3			6
Percentage in Category	50										50			100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	29.5	-35.4	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	50.0	-44.0	-62.0	
Number Needed to Reach Parity	0	2	1	1	0	0	0	0	0	0		3	4	

Source: BEACON Report 0178-F

Table 5.16b: Division 14 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female
Professional										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	1	1	0	0	0	0	0	0
2017 Placement Goal		1	0	1	0	0	0	0	0	0
2018 Placement Goal		1	0	1	0	0	0	0	0	0
2019 Placement Goal		1	0	1	0	0	0	0	0	0
Technician										
2015 Placement Goal		1	1	1	1	1	0	0	0	0
2016 Placement Goal		1	1	1	0	0	0	0	0	0
2017 Placement Goal		1	1	1	0	0	0	0	0	0
2018 Placement Goal		1	1	1	0	0	0	0	0	0
2019 Placement Goal		1	1	1	0	0	0	0	0	0
Administrative Support										
2015 Placement Goal		0	1	1	0	1	0	0	0	0
2016 Placement Goal		0	1	1	0	0	0	0	0	0
2017 Placement Goal		0	1	1	0	0	0	0	0	0
2018 Placement Goal		0	0	1	0	0	0	0	0	0
2019 Placement Goal		0	0	1	0	0	0	0	0	0
Skilled Craft										
2015 Placement Goal		1	2	1	2	1	0	0	0	0
2016 Placement Goal		1	2	1	2	1	0	0	0	0
2017 Placement Goal		1	2	1	2	1	0	0	0	0
2018 Placement Goal		1	2	1	2	1	0	0	0	0
2019 Placement Goal		1	2	1	2	1	0	0	0	0
Service and Maintenance										
2015 Placement Goal		1	1	1	0	0	0	0	0	0
2016 Placement Goal		1	0	0	0	0	0	0	0	0
2017 Placement Goal		0	0	0	0	0	0	0	0	0
2018 Placement Goal		0	0	0	0	0	0	0	0	0
2019 Placement Goal		0	0	0	0	0	0	0	0	0

SECTION V, EXHIBIT 1: Job Placement Goals –Full Calculations

Table 5.2b Department Without Highway Divisions Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	35	16	7	9	2	0	1	0	0	0	4	19	25	74
Percentage in Category	47.3	21.6	9.5	12.2	2.7	0.0	1.4	0.0	0.0	0.0	5.4	25.7	33.8	100.0
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	-5.2	-8.4	4.1	5.9	0.7	-1.1	0.1	-0.8	-0.4	-0.3	0.0	8.1	-4.7	
Number Needed to Reach Parity	4	6	0	0	0	1	0	1	0	0	0	0	3	
Number Anticipated Vacancies														7
Number Years to Reach Goal														3
Annual Placement Rate		0.29	0.00	0.00	0.00	0.05	0.00	0.05	0.00	0.00	0.00	0.00	0.14	
2015 Placement Goal		1	0	0	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	1173	611	214	286	21	23	103	40	11	5	45	706	965	2532
Percentage in Category	46.3	24.1	8.5	11.3	0.8	0.9	4.1	1.6	0.4	0.2	1.8	27.9	38.1	100.0
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	11.8	-18.4	3.4	0.2	-0.5	-1.0	2.5	0.3	0.2	-0.3	0.0	4.9	-19.2	
Number Needed to Reach Parity	0	465	0	0	12	25	0	0	0	8	0	0	486	
Number Anticipated Vacancies														253
Number Years to Reach Goal														5
Annual Placement Rate		0.37	0.00	0.00	0.01	0.02	0.00	0.00	0.00	0.01	0.00	0.00	0.38	
2015 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2016 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2017 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2018 Placement Goal		19	0	0	1	1	0	0	0	0	0			
2019 Placement Goal		19	0	0	1	1	0	0	0	0	0			
Technician														
Current Number Workforce	360	80	43	23	5	2	12	4	7	0	7	96	109	543
Percentage in Category	66.3	14.7	7.9	4.2	0.9	0.4	2.2	0.7	1.3	0.0	1.3	17.7	20.1	100.0
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	40.5	-32.6	2.1	-11.1	0.2	-1.3	1.2	-0.5	1.1	-0.8	0.0	-9.0	-46.2	
Number Needed to Reach Parity	0	177	0	60	0	7	0	3	0	4	0	49	251	
Number Anticipated Vacancies														54
Number Years to Reach Goal														5
Annual Placement Rate		0.66	0.00	0.22	0.00	0.03	0.00	0.01	0.00	0.01	0.00	0.18	0.93	
2015 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2016 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2017 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2018 Placement Goal		7	0	2	0	1	0	0	0	0	0			
2019 Placement Goal		7	0	2	0	1	0	0	0	0	0			
Protective Services														
Current Number Workforce	145	21	9	4	5		2				10	20	25	196
Percentage in Category	74.0	10.7	4.6	2.0	2.6		1.0				5.1	10.2	12.8	100.0
Percentage of Availability	57.2	12.7	16.2	9.8	2.0	0.8	0.4	0.1	0.6	0.2		30.1	23.6	
Over/Under Representation	16.8	-2.0	-11.6	-7.8	0.6	-0.8	0.6	-0.1	-0.6	-0.2	0.0	-19.9	-10.8	
Number Needed to Reach Parity	0	4	23	15	0	2	0	0	1	0	0	39	21	
Number Anticipated Vacancies														20
Number Years to Reach Goal														5
Annual Placement Rate		0.04	0.23	0.15	0.00	0.02	0.00	0.00	0.01	0.00	0.00	0.39	0.21	
2015 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2017 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2018 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	1	1	0	0	0	0	0	0	0			

Table 5.2b Department Without Highway Divisions Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Paraprofessional														
Current Number Workforce	1													1
Percentage in Category	100.0													100.0
Percentage of Availability	39.7	36.1	7.7	11.4	3.6	1.1	0.2	0.2	0.0	0.0		24.2	48.8	
Over/Under Representation	60.3	-36.1	-7.7	-11.4	-3.6	-1.1	-0.2	-0.2	0.0	0.0	0.0	-24.2	-48.8	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0	0	0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	64	325	47	202	1	10	1	6	2	5	47	274	548	710
Percentage in Category	9.0	45.8	6.6	28.5	0.1	1.4	0.1	0.8	0.3	0.7	6.6	38.6	77.2	100.0
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-7.9	-8.5	-0.2	12.4	-1.1	-1.2	-0.4	-0.2	0.1	0.2	0.0	9.7	2.7	
Number Needed to Reach Parity	56	61	1	0	8	8	3	1	0	0	0	0	0	
Number Anticipated Vacancies														71
Number Years to Reach Goal														5
Annual Placement Rate		0.17	0.00	0.00	0.02	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00	
2015 Placement Goal		2	1	0	1	1	0	0	0	0	0			
2016 Placement Goal		2	0	0	1	1	0	0	0	0	0			
2017 Placement Goal		2	0	0	1	1	0	0	0	0	0			
2018 Placement Goal		2	0	0	1	1	0	0	0	0	0			
2019 Placement Goal		2	0	0	1	1	0	0	0	0	0			
Skilled Craft														
Current Number Workforce	391	23	33	0	3	0	3	0	1	0	5	41	23	459
Percentage in Category	85.2	5.0	7.2	0.0	0.7	0.0	0.7	0.0	0.2	0.0	1.1	8.9	5.0	100.0
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	32.5	-3.3	-8.7	-4.9	-12.3	-2.6	-0.2	-0.5	-0.9	-0.2	0.0	-30.2	-11.5	
Number Needed to Reach Parity	0	15	40	22	57	12	1	2	4	1	0	138	53	
Number Anticipated Vacancies														46
Number Years to Reach Goal														5
Annual Placement Rate		0.07	0.17	0.10	0.25	0.05	0.00	0.01	0.02	0.00	0.00	0.60	0.23	
2015 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	2	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce	8	1	3	0	0	0	0	0	0	0	0	3	1	12
Percentage in Category	66.7	8.3	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	8.3	100.0
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	46.2	-27.1	14.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-19.0	-53.7	
Number Needed to Reach Parity	0	3	0	2	1	1	0	0	0	0	0	2	6	
Number Anticipated Vacancies														1
Number Years to Reach Goal														3
Annual Placement Rate		1.00	0.00	0.67	0.33	0.33	0.00	0.00	0.00	0.00	0.00	0.67	2.00	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.3b Division 1 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														0
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	30	10	1	1	1							3	11	43
Percentage in Category	69.8	23.3	2.3	2.3	2.3							7	25.6	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	35.3	-19.2	-2.8	-8.8	1.0	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-16.0	-31.7	
Number Needed to Reach Parity	0	8	1	4	0	1	1	1	0	0		7	14	
Number Anticipated Vacancies														4
Number Years to Reach Goal														5
Annual Placement Rate		0.40	0.05	0.20	0.00	0.05	0.05	0.05	0.00	0.00	0.00	0.35	0.70	
2015 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	49	3	3	1								4	4	56
Percentage in Category	87.5	5.4	5.4	1.8								7.1	7.1	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	61.7	-41.9	-0.4	-13.5	-0.7	-1.7	-1.0	-1.2	-0.2	-0.8	0.0	-19.6	-59.2	
Number Needed to Reach Parity	0	23	0	8	0	1	1	1	0	0		11	33	
Number Anticipated Vacancies														5
Number Years to Reach Goal														5
Annual Placement Rate		0.92	0.00	0.32	0.00	0.04	0.04	0.04	0.00	0.00	0.00	0.44	1.32	
2015 Placement Goal		1	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	3	27		4								4	31	34
Percentage in Category	8.8	79.4		11.8								11.8	91.2	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-8.1	25.1	-6.8	-4.3	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-17.1	16.7	
Number Needed to Reach Parity	3	0	2	1	0	1	0	0	0	0		6	0	
Number Anticipated Vacancies														3
Number Years to Reach Goal														2
Annual Placement Rate		0.00	0.33	0.17	0.00	0.17	0.00	0.00	0.00	0.00	0.00	1.00	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.3b Division 1 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	241	5	143	2	2				2		2	149	7	397
Percentage in Category	60.7	1.3	36	0.5	0.5				0.5		0.5	37.5	1.8	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	8.0	-7.0	20.1	-4.4	-12.5	-2.6	-0.9	-0.5	-0.6	-0.2	0.5	-1.6	-14.7	
Number Needed to Reach Parity	0	28	0	17	50	10	4	2	2	1		6	59	
Number Anticipated Vacancies														37
Number Years to Reach Goal														5
Annual Placement Rate		0.15	0.00	0.09	0.27	0.05	0.02	0.01	0.01	0.01	0.00	0.03	0.32	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce	2		2									2		4
Percentage in Category	50		50									50		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	29.5	-35.4	39.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	6.0	-62.0	
Number Needed to Reach Parity	0	1	0	1	0	0	0	0	0	0		0	2	
Number Anticipated Vacancies														0
Number Years to Reach Goal														5
Annual Placement Rate		100.00												
2015 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.4b Division 2 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														0
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	33	7	2	1			2					5	8	45
Percentage in Category	73.3	15.6	4.4	2.2			4.4					11.1	17.8	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	38.8	-26.9	-0.7	-8.9	-1.3	-1.9	2.8	-1.3	-0.2	-0.5	0.0	-11.9	-39.5	
Number Needed to Reach Parity	0	12	0	4	1	1	0	1	0	0		5	18	
Number Anticipated Vacancies														9
Number Years to Reach Goal														5
Annual Placement Rate		0.27	0.00	0.09	0.02	0.02	0.00	0.02	0.00	0.00	0.00	0.11	0.40	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	45	6	8									8	6	59
Percentage in Category	76.3	10.2	13.6									13.6	10.2	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	50.5	-37.1	7.8	-15.3	-0.7	-1.7	-1.0	-1.2	-0.2	-0.8	0.0	-13.1	-56.1	
Number Needed to Reach Parity	0	22	0	9	0	1	1	1	0	0		8	33	
Number Anticipated Vacancies														11
Number Years to Reach Goal														5
Annual Placement Rate		0.40	0.00	0.16	0.00	0.02	0.02	0.02	0.00	0.00	0.00	0.15	0.60	
2015 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	3	23	2	3		1					1	6	27	33
Percentage in Category	9.1	69.7	6.1	9.1		3					3	18.2	81.8	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation ¹	-7.8	15.4	-0.7	-7.0	-1.2	0.4	-0.5	-1.0	-0.2	-0.5	0.0	-10.7	7.3	
Number Needed to Reach Parity	3	0	0	2	0	0	0	0	0	0		4	0	
Number Anticipated Vacancies														6
Number Years to Reach Goal														1
Annual Placement Rate		0.00	0.00	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.67	0.00	
2015 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.4b Division 2 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	221	7	105	2	3				1		4	112	9	343
Percentage in Category	64.4	2	30.6	0.6	0.9				0.3		1.2	32.7	2.6	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	11.7	-6.3	14.7	-4.3	-12.1	-2.6	-0.9	-0.5	-0.8	-0.2	0.0	-6.4	-13.9	
Number Needed to Reach Parity	0	21	0	15	42	9	3	2	3	1		22	48	
Number Anticipated Vacancies														65
Number Years to Reach Goal														5
Annual Placement Rate		0.06	0.00	0.05	0.13	0.03	0.01	0.01	0.01	0.00	0.00	0.07	0.15	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce			1								1	1		2
Percentage in Category			50								50	50		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	-35.4	39.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	6.0	-62.0	
Number Needed to Reach Parity	0	1	0	0	0	0	0	0	0	0		0	1	
Number Anticipated Vacancies														0
Number Years to Reach Goal														5
Annual Placement Rate														
2015 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.5b Division 3 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce		1											1	1
Percentage in Category		100											100	100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	-52.5	70.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	61.5	
Number Needed to Reach Parity	1	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														0
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	30	14	1	2			2					5	16	49
Percentage in Category	61.2	28.6	2	4.1			4.1					10.2	32.7	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	26.7	-13.9	-3.1	-7.0	-1.3	-1.9	2.5	-1.3	-0.2	-0.5	0.0	-12.8	-24.6	
Number Needed to Reach Parity	0	7	1	3	1	1	0	1	0	0		6	12	
Number Anticipated Vacancies														6
Number Years to Reach Goal														5
Annual Placement Rate		0.23	0.03	0.10	0.03	0.03	0.00	0.03	0.00	0.00	0.00	0.20	0.40	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	67	11	3		3				3			9	11	87
Percentage in Category	77	12.6	3.4		3.4				3.4			10.3	12.6	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	51.2	-34.7	-2.4	-15.3	2.7	-1.7	-1.0	-1.2	3.2	-0.8	0.0	-16.4	-53.7	
Number Needed to Reach Parity	0	30	2	13	0	1	1	1	0	1		14	47	
Number Anticipated Vacancies														11
Number Years to Reach Goal														5
Annual Placement Rate		0.55	0.04	0.24	0.00	0.02	0.02	0.02	0.00	0.02	0.00	0.25	0.85	
2015 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	3	30	1							1		2	31	35
Percentage in Category	8.6	85.7	2.9							2.9		5.7	88.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-8.3	31.4	-3.9	-16.1	-1.2	-2.6	-0.5	-1.0	-0.2	2.4	0.0	-23.2	14.1	
Number Needed to Reach Parity	3	0	1	6	0	1	0	0	0	0		8	0	
Number Anticipated Vacancies														4
Number Years to Reach Goal														5
Annual Placement Rate		0.00	0.05	0.30	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.40	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	1	0	0	0	0	0	0	0			

Table 5.5b Division 3 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	204	11	64	1	3	1			19	1	3	89	14	307
Percentage in Category	66.4	3.6	20.8	0.3	1	0.3			6.2	0.3	1	29	4.6	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	13.7	-4.7	4.9	-4.6	-12.0	-2.3	-0.9	-0.5	5.1	0.1	0.0	-10.1	-11.9	
Number Needed to Reach Parity	0	14	0	14	37	7	3	2	0	0		31	37	
Number Anticipated Vacancies														38
Number Years to Reach Goal														5
Annual Placement Rate		0.07	0.00	0.07	0.19	0.04	0.02	0.01	0.00	0.00	0.00	0.16	0.19	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	1	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce		1											1	1
Percentage in Category		100											100	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	64.6	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-44.0	38.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate		0	0	0	0	0	0	0	0	0	0			
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.6b Division 4 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														0
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	35	8	2	3								5	11	48
Percentage in Category	72.9	16.7	4.2	6.3								10.4	22.9	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	38.4	-25.8	-0.9	-4.8	-1.3	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-12.6	-34.4	
Number Needed to Reach Parity	0	12	0	2	1	1	1	1	0	0		6	17	
Number Anticipated Vacancies														9
Number Years to Reach Goal														5
Annual Placement Rate		0.27	0.00	0.04	0.02	0.02	0.02	0.02	0.00	0.00	0.00	0.13	0.38	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	61	8	9						2			11	8	80
Percentage in Category	76.3	10	11.3						2.5			13.8	10	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	50.5	-37.3	5.5	-15.3	-0.7	-1.7	-1.0	-1.2	2.3	-0.8	0.0	-12.9	-56.3	
Number Needed to Reach Parity	0	30	0	12	1	1	1	1	0	1		10	45	
Number Anticipated Vacancies														15
Number Years to Reach Goal														5
Annual Placement Rate		0.40	0.00	0.16	0.01	0.01	0.01	0.01	0.00	0.01	0.00	0.13	0.60	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	2	25							1	1		2	26	29
Percentage in Category	6.9	86.2							3.4	3.4		6.9	89.7	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-10.0	31.9	-6.8	-16.1	-1.2	-2.6	-0.5	-1.0	3.2	2.9	0.0	-22.0	15.2	
Number Needed to Reach Parity	3	0	2	5	0	1	0	0	0	0		6	0	
Number Anticipated Vacancies														5
Number Years to Reach Goal														5
Annual Placement Rate		0.00	0.08	0.20	0.00	0.04	0.00	0.00	0.00	0.00	0.00	0.24	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	1	0	0	0	0	0	0	0			

Table 5.6b Division 4 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	242	3	100	1	2	1			9		6	113	5	364
Percentage in Category	66.5	0.8	27.5	0.3	0.5	0.3			2.5		1.6	31	1.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	13.8	-7.5	11.6	-4.6	-12.5	-2.3	-0.9	-0.5	1.4	-0.2	0.0	-8.1	-15.1	
Number Needed to Reach Parity	0	27	0	17	45	8	3	2	0	1		29	55	
Number Anticipated Vacancies														68
Number Years to Reach Goal														5
Annual Placement Rate		0.08	0.00	0.05	0.13	0.02	0.01	0.01	0.00	0.00	0.00	0.09	0.16	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce	4		1	4								5	4	9
Percentage in Category	44.4		11.1	44.4								55.6	44.4	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	23.9	-35.4	0.4	25.3	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	11.6	-17.6	
Number Needed to Reach Parity	0	3	0	0	0	0	0	0	0	0		0	2	
Number Anticipated Vacancies														2
Number Years to Reach Goal														3
Annual Placement Rate		0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.33	
2015 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.7b Division 5 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	40	7	7	4			4					15	11	62
Percentage in Category	64.5	11.3	11.3	6.5			6.5					24.2	17.7	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	30.0	-31.2	6.2	-4.6	-1.3	-1.9	4.9	-1.3	-0.2	-0.5	0.0	1.2	-39.6	
Number Needed to Reach Parity	0	19	0	3	1	1	0	1	0	0		0	25	
Number Anticipated Vacancies														10
Number Years to Reach Goal														5
Annual Placement Rate		0.38	0.00	0.06	0.02	0.02	0.00	0.02	0.00	0.00	0.00	0.00	0.50	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	81	3	8	1			3		1			13	4	97
Percentage in Category	83.5	3.1	8.2	1			3.1		1			13.4	4.1	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	57.7	-44.2	2.4	-14.3	-0.7	-1.7	2.1	-1.2	0.8	-0.8	0.0	-13.3	-62.2	
Number Needed to Reach Parity	0	43	0	14	1	2	0	1	0	1		13	60	
Number Anticipated Vacancies														16
Number Years to Reach Goal														5
Annual Placement Rate		0.54	0.00	0.18	0.01	0.03	0.00	0.01	0.00	0.01	0.00	0.16	0.75	
2015 Placement Goal		2	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		2	0	1	0	1	0	0	0	0	0			
2017 Placement Goal		2	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		2	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		2	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	5	28		5						2	1	7	35	41
Percentage in Category	12.2	68.3		12.2						4.9	2.4	17.1	85.4	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-4.7	14.0	-6.8	-3.9	-1.2	-2.6	-0.5	-1.0	-0.2	4.4	0.0	-11.8	10.9	
Number Needed to Reach Parity	2	0	3	2	0	1	0	0	0	0		5	0	
Number Anticipated Vacancies														7
Number Years to Reach Goal														3
Annual Placement Rate		0.00	0.14	0.10	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.24	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	1	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.7b Division 5 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	270	2	112	2	10				2		3	126	4	401
Percentage in Category	67.3	0.5	27.9	0.5	2.5				0.5		0.7	31.4	1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	14.6	-7.8	12.0	-4.4	-10.5	-2.6	-0.9	-0.5	-0.6	-0.2	0.0	-7.7	-15.5	
Number Needed to Reach Parity	0	31	0	18	42	10	4	2	2	1		31	62	
Number Anticipated Vacancies														66
Number Years to Reach Goal														5
Annual Placement Rate		0.09	0.00	0.05	0.13	0.03	0.01	0.01	0.01	0.00	0.00	0.09	0.19	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			

Table 5.8b Division 6 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	35	4	2						3			5	4	44
Percentage in Category	79.5	9.1	4.5						6.8			11.4	9.1	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	45.0	-33.4	-0.6	-11.1	-1.3	-1.9	-1.6	-1.3	6.6	-0.5	0.0	-11.6	-48.2	
Number Needed to Reach Parity	0	15	0	5	1	1	1	1	0	0		5	21	
Number Anticipated Vacancies														5
Number Years to Reach Goal														5
Annual Placement Rate		0.60	0.00	0.20	0.04	0.04	0.04	0.04	0.00	0.00	0.00	0.20	0.84	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	54	6	5	2			1		5			13	8	73
Percentage in Category	74	8.2	6.8	2.7			1.4		6.8			17.8	11	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	48.2	-39.1	1.0	-12.6	-0.7	-1.7	0.4	-1.2	6.6	-0.8	0.0	-8.9	-55.3	
Number Needed to Reach Parity	0	29	0	9	1	1	0	1	0	1		6	40	
Number Anticipated Vacancies														8
Number Years to Reach Goal														5
Annual Placement Rate		0.73	0.00	0.23	0.03	0.03	0.00	0.03	0.00	0.03	0.00	0.15	1.00	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	3	25		2						1		3	28	31
Percentage in Category	9.7	80.6		6.5						3.2		9.7	90.3	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-7.2	26.3	-6.8	-9.6	-1.2	-2.6	-0.5	-1.0	-0.2	2.7	0.0	-19.2	15.8	
Number Needed to Reach Parity	2	0	2	3	0	1	0	0	0	0		6	0	
Number Anticipated Vacancies														3
Number Years to Reach Goal														3
Annual Placement Rate		0.00	0.22	0.33	0.00	0.11	0.00	0.00	0.00	0.00	0.00	0.67	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.8b Division 6 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	231		72	2	5	1	1		36	2		119	5	350
Percentage in Category	66		20.6	0.6	1.4	0.3	0.3		10.3	0.6		34	1.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13.0	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	13.3	-8.3	4.7	-4.3	-11.6	-2.3	-0.6	-0.5	9.2	0.4	0.0	-5.1	-15.1	
Number Needed to Reach Parity	0	29	0	15	41	8	2	2	0	0		18	53	
Number Anticipated Vacancies														37
Number Years to Reach Goal														5
Annual Placement Rate		0.16	0.00	0.08	0.22	0.04	0.01	0.01	0.00	0.00	0.00	0.10	0.29	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			

Table 5.9b Division 7 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	36	11	8	3					2			13	14	60
Percentage in Category	60	18.3	13.3	5					3.3			21.7	23.3	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	25.5	-24.2	8.2	-6.1	-1.3	-1.9	-1.6	-1.3	3.1	-0.5	0.0	-1.3	-34.0	
Number Needed to Reach Parity	0	15	0	4	1	1	1	1	0	0		1	20	
Number Anticipated Vacancies														8
Number Years to Reach Goal														5
Annual Placement Rate		0.38	0.00	0.10	0.03	0.03	0.03	0.03	0.00	0.00	0.00	0.03	0.50	
2015 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	86	2	6		1				2		1	9	2	98
Percentage in Category	87.8	2	6.1		1				2		1	9.2	2	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	62.0	-45.3	0.3	-15.3	0.3	-1.7	-1.0	-1.2	1.8	-0.8	0.0	-17.5	-64.3	
Number Needed to Reach Parity	0	44	0	15	0	2	1	1	0	1		17	63	
Number Anticipated Vacancies														13
Number Years to Reach Goal														5
Annual Placement Rate		0.68	0.00	0.23	0.00	0.03	0.02	0.02	0.00	0.02	0.00	0.26	0.97	
2015 Placement Goal		2	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		2	0	1	0	1	0	0	0	0	0			
2017 Placement Goal		2	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		2	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		2	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	1	27		7					1	1		9	35	37
Percentage in Category	2.7	73		18.9					2.7	2.7		24.3	94.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-14.2	18.7	-6.8	2.8	-1.2	-2.6	-0.5	-1.0	2.5	2.2	0.0	-4.6	20.1	
Number Needed to Reach Parity	5	0	3	0	0	1	0	0	0	0		2	0	
Number Anticipated Vacancies														5
Number Years to Reach Goal														2
Annual Placement Rate		0.00	0.30	0.00	0.00	0.10	0.00	0.00	0.00	0.00	0.00	0.20	0.00	
2015 Placement Goal		0	1	0	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	1	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.9b Division 7 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	229		58						17			75		304
Percentage in Category	75.3		19.1						5.6			24.7		100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	22.6	-8.3	3.2	-4.9	-13.0	-2.6	-0.9	-0.5	4.5	-0.2	0.0	-14.4	-16.5	
Number Needed to Reach Parity	0	25	0	15	40	8	3	2	0	1		44	50	
Number Anticipated Vacancies														40
Number Years to Reach Goal														5
Annual Placement Rate		0.13	0.00	0.08	0.20	0.04	0.02	0.01	0.00	0.01	0.00	0.22	0.25	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			

Table 5.10b Division 8 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	38	7	5		1						1	6	7	52
Percentage in Category	73.1	13.5	9.6		1.9						1.9	11.5	13.5	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	38.6	-29.0	4.5	-11.1	0.6	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-11.5	-43.8	
Number Needed to Reach Parity	0	15	0	6	0	1	1	1	0	0		6	23	
Number Anticipated Vacancies														4
Number Years to Reach Goal														5
Annual Placement Rate		0.75	0.00	0.30	0.00	0.05	0.05	0.05	0.00	0.00	0.00	0.30	1.15	
2015 Placement Goal		1	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	57	1	5	1					1		1	7	2	66
Percentage in Category	86.4	1.5	7.6	1.5					1.5		1.5	10.6	3	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	60.6	-45.8	1.8	-13.8	-0.7	-1.7	-1.0	-1.2	1.3	-0.8	0.0	-16.1	-63.3	
Number Needed to Reach Parity	0	30	0	9	0	1	1	1	0	1		11	42	
Number Anticipated Vacancies														5
Number Years to Reach Goal														5
Annual Placement Rate		1.20	0.00	0.36	0.00	0.04	0.04	0.04	0.00	0.04	0.00	0.44	1.68	
2015 Placement Goal		1	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	5	25		2								2	27	32
Percentage in Category	15.6	78.1		6.3								6.3	84.4	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-1.3	23.8	-6.8	-9.8	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-22.6	9.9	
Number Needed to Reach Parity	0	0	2	3	0	1	0	0	0	0		7	0	
Number Anticipated Vacancies														2
Number Years to Reach Goal														2
Annual Placement Rate		0.00	0.50	0.75	0.00	0.25	0.00	0.00	0.00	0.00	0.00	1.75	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.10b Division 8 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	270	6	68	2	6		1		22		2	99	8	377
Percentage in Category	71.6	1.6	18	0.5	1.6		0.3		5.8		0.5	26.3	2.1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	18.9	-6.7	2.1	-4.4	-11.4	-2.6	-0.6	-0.5	4.7	-0.2	0.0	-12.8	-14.4	
Number Needed to Reach Parity	0	25	0	16	43	10	2	2	0	1		48	54	
Number Anticipated Vacancies														29
Number Years to Reach Goal														5
Annual Placement Rate		0.17	0.00	0.11	0.30	0.07	0.01	0.01	0.00	0.01	0.00	0.33	0.37	
2015 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce		1											1	1
Percentage in Category		100											100	100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	64.6	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-44.0	38.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														0
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.11b Division 9 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	38	5	3	3			1					7	8	50
Percentage in Category	76	10	6	6			2					14	16	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	41.5	-32.5	0.9	-5.1	-1.3	-1.9	0.4	-1.3	-0.2	-0.5	0.0	-9.0	-41.3	
Number Needed to Reach Parity	0	16	0	3	1	1	0	1	0	0		5	21	
Number Anticipated Vacancies														2
Number Years to Reach Goal														5
Annual Placement Rate		1.60	0.00	0.30	0.10	0.10	0.00	0.10	0.00	0.00	0.00	0.50	2.10	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	64	6	7		2		1			1		11	7	81
Percentage in Category	79	7.4	8.6		2.5		1.2			1.2		13.6	8.6	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	53.2	-39.9	2.8	-15.3	1.8	-1.7	0.2	-1.2	-0.2	0.4	0.0	-13.1	-57.7	
Number Needed to Reach Parity	0	32	0	12	0	1	0	1	0	0		11	47	
Number Anticipated Vacancies														4
Number Years to Reach Goal														5
Annual Placement Rate		1.60	0.00	0.60	0.00	0.05	0.00	0.05	0.00	0.00	0.00	0.55	2.35	
2015 Placement Goal		1	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	5	29		2								2	31	36
Percentage in Category	13.9	80.6		5.6								5.6	86.1	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-3.0	26.3	-6.8	-10.5	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-23.3	11.6	
Number Needed to Reach Parity	1	0	2	4	0	1	0	0	0	0		8	0	
Number Anticipated Vacancies														2
Number Years to Reach Goal														4
Annual Placement Rate		0.00	0.25	0.50	0.00	0.13	0.00	0.00	0.00	0.00	0.00	1.00	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.11b Division 9 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Fem	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	237	14	26	1	7				4	1	5	39	16	295
Percentage in Category	80.3	4.7	8.8	0.3	2.4				1.4	0.3	1.7	13.2	5.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	27.6	-3.6	-7.1	-4.6	-10.6	-2.6	-0.9	-0.5	0.3	0.1	1.7	-25.9	-11.1	
Number Needed to Reach Parity	0	10	21	13	31	8	3	1	0	0		76	33	
Number Anticipated Vacancies														13
Number Years to Reach Goal														5
Annual Placement Rate		0.15	0.32	0.20	0.48	0.12	0.05	0.02	0.00	0.00	0.00	1.17	0.51	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2017 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2018 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2019 Placement Goal		1	1	1	1	1	0	0	0	0	0			

Table 5.12b Division 10 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce			1									1		1
Percentage in Category			100									100		100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	-52.5	-30.0	94.6	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	82.4	-38.5	
Number Needed to Reach Parity	1	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	50	8	4	3	1			1				9	12	67
Percentage in Category	74.6	11.9	6	4.5	1.5			1.5				13.4	17.9	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	40.1	-30.6	0.9	-6.6	0.2	-1.9	-1.6	0.2	-0.2	-0.5	0.0	-9.6	-39.4	
Number Needed to Reach Parity	0	20	0	4	0	1	1	0	0	0		6	26	
Number Anticipated Vacancies														11
Number Years to Reach Goal														5
Annual Placement Rate		0.36	0.00	0.07	0.00	0.02	0.02	0.00	0.00	0.00	0.00	0.11	0.47	
2015 Placement Goal		1	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	80	7	10	2					2		1	14	9	102
Percentage in Category	78.4	6.9	9.8	2					2		1	13.7	8.8	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	52.6	-40.4	4.0	-13.3	-0.7	-1.7	-1.0	-1.2	1.8	-0.8	1.0	-13.0	-57.5	
Number Needed to Reach Parity	0	41	0	14	1	2	1	1	0	1		13	59	
Number Anticipated Vacancies														17
Number Years to Reach Goal														5
Annual Placement Rate		0.48	0.00	0.16	0.01	0.02	0.01	0.01	0.00	0.01	0.00	0.15	0.69	
2015 Placement Goal		2	0	1	0	1	0	0	0	0	0			
2016 Placement Goal		2	0	1	0	1	0	0	0	0	0			
2017 Placement Goal		2	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		2	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		2	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	3	28		6								6	34	37
Percentage in Category	8.1	75.7		16.2								16.2	91.9	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-8.8	21.4	-6.8	0.1	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-12.7	17.4	
Number Needed to Reach Parity	3	0	3	0	0	1	0	0	0	0		5	0	
Number Anticipated Vacancies														6
Number Years to Reach Goal														3
Annual Placement Rate		0.00	0.17	0.00	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.28	0.00	
2015 Placement Goal		0	1	0	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	1	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.12b Division 10 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	247	5	51	2	4				2	1	3	60	8	315
Percentage in Category	78.4	1.6	16.2	0.6	1.3				0.6	0.3	1	19	2.5	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	25.7	-6.7	0.3	-4.3	-11.7	-2.6	-0.9	-0.5	-0.5	0.1	1.0	-20.1	-14.0	
Number Needed to Reach Parity	0	21	0	13	37	8	3	2	1	0		63	44	
Number Anticipated Vacancies														54
Number Years to Reach Goal														5
Annual Placement Rate		0.08	0.00	0.05	0.14	0.03	0.01	0.01	0.00	0.00	0.00	0.23	0.16	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2017 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2018 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2019 Placement Goal		1	0	1	1	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce			1									1		1
Percentage in Category			100									100		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	-35.4	89.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	56.0	-62.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	1	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.13b Division 11 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	37	7		1								1	8	45
Percentage in Category	82.2	15.6		2.2								2.2	17.8	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	47.7	-26.9	-5.1	-8.9	-1.3	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-20.8	-39.5	
Number Needed to Reach Parity	0	12	2	4	1	1	1	1	0	0		9	18	
Number Anticipated Vacancies														1
Number Years to Reach Goal														5
Annual Placement Rate		2.40	0.40	0.80	0.20	0.20	0.20	0.20	0.00	0.00	0.00	1.80	3.60	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	0	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	58	7								1		1	7	66
Percentage in Category	87.9	10.6								1.5		1.5	10.6	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	62.1	-36.7	-5.8	-15.3	-0.7	-1.7	-1.0	-1.2	1.3	-0.8	0.0	-25.2	-55.7	
Number Needed to Reach Parity	0	24	4	10	0	1	1	1	0	1		17	37	
Number Anticipated Vacancies														2
Number Years to Reach Goal														5
Annual Placement Rate		2.40	0.40	1.00	0.00	0.10	0.10	0.10	0.00	0.10	0.00	1.70	3.70	
2015 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	7	29											29	36
Percentage in Category	19.4	80.6											80.6	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	2.5	26.3	-6.8	-16.1	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-28.9	6.1	
Number Needed to Reach Parity	0	0	2	6	0	1	0	0	0	0		10	0	
Number Anticipated Vacancies														1
Number Years to Reach Goal														5
Annual Placement Rate		0.00	0.40	1.20	0.00	0.20	0.00	0.00	0.00	0.00	0.00	2.00	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	1	0	0	0	0	0	0	0			

Table 5.13b Division 11 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	351	10	12	2	3				5		8	22	12	391
Percentage in Category	89.8	2.6	3.1	0.5	0.8				1.3		2	5.6	3.1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	37.1	-5.7	-12.8	-4.4	-12.2	-2.6	-0.9	-0.5	0.2	-0.2	2.0	-33.5	-13.4	
Number Needed to Reach Parity	0	22	50	17	48	10	4	2	0	1		131	53	
Number Anticipated Vacancies														11
Number Years to Reach Goal														5
Annual Placement Rate		0.40	0.91	0.31	0.87	0.18	0.07	0.04	0.00	0.02	0.00	2.38	0.96	
2015 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	2	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	79.5	-35.4	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	-44.0	-62.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	1	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.14b Division 12 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Fem	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	36	9	2						2			4	9	49
Percentage in Category	73.5	18.4	4.1						4.1			8.2	18.4	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	39.0	-24.1	-1.0	-11.1	-1.3	-1.9	-1.6	-1.3	3.9	-0.5	0.0	-14.8	-38.9	
Number Needed to Reach Parity	0	12	0	5	1	1	1	1	0	0		7	19	
Number Anticipated Vacancies														8
Number Years to Reach Goal														5
Annual Placement Rate		0.30	0.00	0.13	0.03	0.03	0.03	0.03	0.00	0.00	0.00	0.18	0.48	
2015 Placement Goal		1	0	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	56	4	3						1			4	4	64
Percentage in Category	87.5	6.3	4.7						1.6			6.3	6.3	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	61.7	-41.0	-1.1	-15.3	-0.7	-1.7	-1.0	-1.2	1.4	-0.8	0.0	-20.4	-60.0	
Number Needed to Reach Parity	0	26	1	10	0	1	1	1	0	1		13	38	
Number Anticipated Vacancies														10
Number Years to Reach Goal														5
Annual Placement Rate		0.52	0.02	0.20	0.00	0.02	0.02	0.02	0.00	0.02	0.00	0.26	0.76	
2015 Placement Goal		1	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	4	23		1						1		2	25	29
Percentage in Category	13.8	79.3		3.4						3.4		6.9	86.2	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	-3.1	25.0	-6.8	-12.7	-1.2	-2.6	-0.5	-1.0	-0.2	2.9	0.0	-22.0	11.7	
Number Needed to Reach Parity	1	0	2	4	0	1	0	0	0	0		6	0	
Number Anticipated Vacancies														5
Number Years to Reach Goal														4
Annual Placement Rate		0.00	0.10	0.20	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.30	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.14b Division 12 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Fem	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	255	4	20		2				6		3	28	4	290
Percentage in Category	87.9	1.4	6.9		0.7				2.1		1	9.7	1.4	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	35.2	-6.9	-9.0	-4.9	-12.3	-2.6	-0.9	-0.5	1.0	-0.2	1.0	-29.4	-15.1	
Number Needed to Reach Parity	0	20	26	14	36	8	3	1	0	1		85	44	
Number Anticipated Vacancies														47
Number Years to Reach Goal														5
Annual Placement Rate		0.09	0.11	0.06	0.15	0.03	0.01	0.00	0.00	0.00	0.00	0.36	0.19	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2017 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2018 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2019 Placement Goal		1	1	1	1	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce			1									1		1
Percentage in Category			100									100		100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	-20.5	-35.4	89.3	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	0.0	56.0	-62.0	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	1	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0	0	0	
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0	0	0	
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0	0	0	
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0	0	0	
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0	0	0	

Table 5.15b Division 13 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Fem	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	36	6	1									1	6	43
Percentage in Category	83.7	14	2.3									2.3	14	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	49.2	-28.5	-2.8	-11.1	-1.3	-1.9	-1.6	-1.3	-0.2	-0.5	0.0	-20.7	-43.3	
Number Needed to Reach Parity	0	12	1	5	1	1	1	1	0	0		9	19	
Number Anticipated Vacancies														2
Number Years to Reach Goal														5
Annual Placement Rate		1.20	0.10	0.50	0.10	0.10	0.10	0.10	0.00	0.00	0.00	0.90	1.90	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	72	7	2							1		3	7	82
Percentage in Category	87.8	8.5	2.4							1.2		3.7	8.5	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	62.0	-38.8	-3.4	-15.3	-0.7	-1.7	-1.0	-1.2	1.0	-0.8	0.0	-23.0	-57.8	
Number Needed to Reach Parity	0	32	3	13	1	1	1	1	0	1		19	47	
Number Anticipated Vacancies														3
Number Years to Reach Goal														5
Annual Placement Rate		2.13	0.20	0.87	0.07	0.07	0.07	0.07	0.00	0.07	0.00	1.27	3.13	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	6	16		2						2		4	20	26
Percentage in Category	23.1	61.5		7.7						7.7		15.4	76.9	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	6.2	7.2	-6.8	-8.4	-1.2	-2.6	-0.5	-1.0	-0.2	7.2	0.0	-13.5	2.4	
Number Needed to Reach Parity	0	0	2	2	0	1	0	0	0	0		4	0	
Number Anticipated Vacancies														1
Number Years to Reach Goal														5
Annual Placement Rate		0.00	0.40	0.40	0.00	0.20	0.00	0.00	0.00	0.00	0.00	0.80	0.00	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

Table 5.15b Division 13 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Fem	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	344	6	10	2					14		2	26	8	378
Percentage in Category	91	1.6	2.6	0.5					3.7		0.5	6.9	2.1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	38.3	-6.7	-13.3	-4.4	-13.0	-2.6	-0.9	-0.5	2.6	-0.2	0.5	-32.2	-14.4	
Number Needed to Reach Parity	0	25	50	17	49	10	3	2	0	1		122	54	
Number Anticipated Vacancies														14
Number Years to Reach Goal														5
Annual Placement Rate		0.36	0.71	0.24	0.70	0.14	0.04	0.03	0.00	0.01	0.00	1.74	0.77	
2015 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	2	1	2	1	0	0	0	0	0			

Table 5.16b Division 14 Job Placement Goals

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Officials and Administrators														
Current Number Workforce	1													1
Percentage in Category	100													100
Percentage of Availability	52.5	30	5.4	6.3	2	1.1	1.3	0.8	0.4	0.3		17.6	38.5	
Over/Under Representation	47.5	-30.0	-5.4	-6.3	-2.0	-1.1	-1.3	-0.8	-0.4	-0.3	0.0	-17.6	-38.5	
Number Needed to Reach Parity	0	0	0	0	0	0	0	0	0	0		0	0	
Number Anticipated Vacancies														
Number Years to Reach Goal														
Annual Placement Rate														
2015 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2016 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			
Professional														
Current Number Workforce	43	5							1			1	5	49
Percentage in Category	87.8	10.2							2			2	10.2	100
Percentage of Availability	34.5	42.5	5.1	11.1	1.3	1.9	1.6	1.3	0.2	0.5		23	57.3	
Over/Under Representation	53.3	-32.3	-5.1	-11.1	-1.3	-1.9	-1.6	-1.3	1.8	-0.5	0.0	-21.0	-47.1	
Number Needed to Reach Parity	0	16	2	5	1	1	1	1	0	0		10	23	
Number Anticipated Vacancies														3
Number Years to Reach Goal														5
Annual Placement Rate		1.07	0.13	0.33	0.07	0.07	0.07	0.07	0.00	0.00	0.00	0.67	1.53	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	0	1	0	0	0	0	0	0	0			
Technician														
Current Number Workforce	73	4					1		4	2	2	7	6	86
Percentage in Category	84.9	4.7					1.2		4.7	2.3	2.3	8.1	7	100
Percentage of Availability	25.8	47.3	5.8	15.3	0.7	1.7	1	1.2	0.2	0.8		26.7	66.3	
Over/Under Representation	59.1	-42.6	-5.8	-15.3	-0.7	-1.7	0.2	-1.2	4.5	1.5	2.3	-18.6	-59.3	
Number Needed to Reach Parity	0	37	5	13	1	1	0	1	0	0		16	51	
Number Anticipated Vacancies														5
Number Years to Reach Goal														5
Annual Placement Rate		1.48	0.20	0.52	0.04	0.04	0.00	0.04	0.00	0.00	0.00	0.64	2.04	
2015 Placement Goal		1	1	1	1	1	0	0	0	0	0			
2016 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2018 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2019 Placement Goal		1	1	1	0	0	0	0	0	0	0			
Administrative Support														
Current Number Workforce	11	28											28	39
Percentage in Category	28.2	71.8											71.8	100
Percentage of Availability	16.9	54.3	6.8	16.1	1.2	2.6	0.5	1	0.2	0.5		28.9	74.5	
Over/Under Representation	11.3	17.5	-6.8	-16.1	-1.2	-2.6	-0.5	-1.0	-0.2	-0.5	0.0	-28.9	-2.7	
Number Needed to Reach Parity	0	0	3	6	0	1	0	0	0	0		11	1	
Number Anticipated Vacancies														2
Number Years to Reach Goal														5
Annual Placement Rate		0.00	0.30	0.60	0.00	0.10	0.00	0.00	0.00	0.00	0.00	1.10	0.10	
2015 Placement Goal		0	1	1	0	1	0	0	0	0	0			
2016 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2017 Placement Goal		0	1	1	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	1	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	1	0	0	0	0	0	0	0			

Table 5.16b Division 14 Job Placement Goals (continued)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AIAN Male	AIAN Female	Ethn Unk	Total Mnrt	Total Fem	Total
Skilled Craft														
Current Number Workforce	367	2	10		1		1		15	2	8	29	4	406
Percentage in Category	90.4	0.5	2.5		0.2		0.2		3.7	0.5	2	7.1	1	100
Percentage of Availability	52.7	8.3	15.9	4.9	13	2.6	0.9	0.5	1.1	0.2		39.1	16.5	
Over/Under Representation	37.7	-7.8	-13.4	-4.9	-12.8	-2.6	-0.7	-0.5	2.6	0.3	2.0	-32.0	-15.5	
Number Needed to Reach Parity	0	32	55	20	52	11	3	2	0	0		130	63	
Number Anticipated Vacancies														24
Number Years to Reach Goal														5
Annual Placement Rate		0.27	0.46	0.17	0.43	0.09	0.03	0.02	0.00	0.00	0.00	1.08	0.53	
2015 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2016 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2017 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2018 Placement Goal		1	2	1	2	1	0	0	0	0	0			
2019 Placement Goal		1	2	1	2	1	0	0	0	0	0			
Service and Maintenance														
Current Number Workforce	3										3			6
Percentage in Category	50										50			100
Percentage of Availability	20.5	35.4	10.7	19.1	5.4	5.3	1	1.3	0.3	0.9		44	62	
Over/Under Representation	29.5	-35.4	-10.7	-19.1	-5.4	-5.3	-1.0	-1.3	-0.3	-0.9	50.0	-44.0	-62.0	
Number Needed to Reach Parity	0	2	1	1	0	0	0	0	0	0		3	4	
Number Anticipated Vacancies														0
Number Years to Reach Goal														5
Annual Placement Rate														
2015 Placement Goal		1	1	1	0	0	0	0	0	0	0			
2016 Placement Goal		1	0	0	0	0	0	0	0	0	0			
2017 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2018 Placement Goal		0	0	0	0	0	0	0	0	0	0			
2019 Placement Goal		0	0	0	0	0	0	0	0	0	0			

SECTION VI

Monitoring Procedures
Good Faith Efforts
Program Activities to Address Concerns

Exhibit 1: EEO Performance Measure Confirmation Form

MONITORING PROCEDURES

Internal Monitoring

An internal monitoring and evaluation system to audit personnel policy, practices, and decisions is essential to ensure non-discrimination and the achievement of objectives and timetables. Additionally, an evaluation of progress is essential for assessing the overall effectiveness of the Department's AAP and providing data upon which to base recommendations for future actions. To carry out these objectives, the Department's monitoring and evaluation procedures include the following:

- A quarterly review and evaluation of the Department's AAP and all EEO/AA program activities by the Internal EEO Unit with an annual summary to FHWA.
- Quarterly analysis of trends in workforce, hiring, promotions, and disciplinary actions with a quarterly report to the Deputy Secretary for Assets and Federal Programs.
- Quarterly meetings with the Secretary of Transportation on progress and recommendations for problem areas.
- Quarterly attendance of Executive Leadership Team Meetings on progress and recommendations for problem areas.
- Annual assistance to management in establishing goals and objectives for the coming review cycle.

On-Site Evaluations

EEO staff has begun routinely conducting on-site evaluations of the Department's business units. Prior to an on-site evaluation, EEO staff runs reports (B0178-F: Over/Under Representation, B0031: New Hire and Promotions, B0161: Employee Head Count Over Time, and B0051: Disciplinary Actions) and then analyzes report data (new hire, promotions, separations, and disciplinary actions) for the business units that report directly to the Secretary, the units that report directly to the Chief Deputy, and each highway division.

Staff then analyzes the data from these reports to determine 1) organizational units with disproportionately higher disciplinary actions issued to minorities and females compared to their workforce representation; 2) organizational units with substantially lower minority and female representation compared to the number and percent expected based on the labor force; and 3) other anomalies adversely impacting any other term or condition of employment.

After performing the analyses to determine which units to conduct on-site evaluations on, staff:

1. Sets up and conducts outreach calls to the unit heads to preview the contents of the formal notification letters;
2. Sends follow-up emails with the points made on the calls and requests dates to conduct the on-site evaluations; and
3. Sends the formal notification letters.

During the opening conference of an on-site visit, EEO staff provides an overview of the on-site evaluation process, reviews the selection criteria, reviews report data, provides internal EEO program updates and reminders, provides the EEO Policy Statement and FAQ handouts, and provides an overview of next steps with upper management and any other employees management invites to

attend the opening conference. (Future on-site evaluations will also include a discussion of the AAP once it is approved by FHWA.) As part of the EEO program updates, EEO staff iterates FHWA's concern that disciplinary actions be issued fairly and consistently.

After the opening conferences, the EEO Specialists spend the remainder of the day interviewing both management and randomly-selected employees, using a standard set of questions for management and a slightly different standard set of questions for non-supervisory employees. The answers provided by each are analyzed, and redacted versions (to disguise identities) are included in the respective on-site evaluation final reports.

EEO staff reviews and analyzes data collected onsite and then prepares draft On-Site Evaluation Final Reports for each business unit evaluated. The draft reports consist of five parts:

1. **Introduction**, which describes the purpose of the on-site evaluation, identifies the selection criteria, explains that findings and conclusions are based on research and analysis, and identifies the opening conference attendees.
2. **Findings**, which summarizes management and non-supervisory employee interviews, provides overviews of the business unit's workforce representation (including over/under representation), new hires, promotions, and disciplinary actions, including trends.
3. **Conclusions**, which describe areas that need work.
4. **Recommendations**, which include a description of actions that can be taken to improve the EEO posture.
5. **Exhibits**, which include summaries of the management and non-supervisory employee interviews, over/under representation reports for the FFY, new hire and promotions reports for the FFY, disciplinary actions issued during the FFY, and the attendance records.

Business unit heads review the draft final reports. Afterwards, EEO staff conducts a close-out conference call with the unit heads and anyone else management invites to attend. Once the business unit heads and EEO staff discuss and agree with the findings, conclusions, and recommendations of the reports, the business unit heads sign and return commitments to work on specific areas.

EEO staff communicates with the business units quarterly, providing reports showing over/under representation and reporting on the ethnicity, gender, and types of disciplinary actions being issued. EEO staff requests that the workforce representation reports appear on meeting agendas quarterly. The disciplinary action reports are to be shared with management as appropriate. Business units are also asked to consult with EEO staff to find ways to increase minorities and females in their applicant pools. In addition, EEO staff schedules conference calls biannually to discuss any other relevant information or concerns with the business units.

The onsite evaluations yield information to address areas of disproportionate workforce representation of minorities and females and the disproportionate disciplinary actions administered to minorities, especially black males. Some of the corrective actions that EEO staff routinely recommends to management to address these issues consist of the following:

1. Work with an EEO Specialist in NCDOT's EOWS Office to review disciplinary actions quarterly.
2. Work with NCDOT's Human Resources, Talent Management, Engineering Associate Program, and Historically Black Colleges and Universities/Minority Institutions of Higher Education (HBCU/MIHE) internship program to attract minority and female applicants for vacant positions.
3. Notify minority- and female-based organizations of temporary position opportunities in an effort to increase the number of minority and female temporary employees.
4. Hiring managers ask for referrals from their current employees for open positions.
5. Hiring managers provide career development counseling to employees with outcomes documented in the training plan, which is usually completed during the completion of the Performance Dashboard Appraisal (PDA). The expected result is a pool of career applicants that can be considered for promotion. (This recommendation is with the understanding that career development is an individual responsibility.)
6. The EOWS Office provides training for supervisors and managers on the Affirmative Action Program, EEO-related policies, discrimination complaint filing procedures, and EEO contact information.
7. Management include the over/under representation reports on its meeting agendas quarterly.

The opening conferences with management and other invited employees serve as an excellent platform to promote EEO awareness, its program, its staff, and its programmatic functions. The meetings represent an opportunity to establish positive working relationships with management and the business unit employees. This relationship-building should foster collaborative efforts in the future. Overall, on-site evaluation meetings appear to be well received by management and most employees.

External Monitoring

An external monitoring system is essential to ensure fulfillment of NCDOT's responsibilities with respect to Federal regulations (Title 23 CFR Part 230, Part II). The FHWA Division Office monitors NCDOT's Internal EEO/AA Program to ensure program compliance and achievement of objectives and timetables. Additionally, FHWA's evaluation of progress is crucial for assessing the overall effectiveness of the Department's EEO/AA Program and providing data upon which to base recommendations for future actions.

FHWA Annual Review Process

After the end of each Federal fiscal year (October 1 – September 30), NCDOT must submit an annual report of the status of its Internal EEO program to the North Carolina FHWA Division Office. The annual report provides FHWA with an overview of the current status of the program including accomplishments, observations, challenges, adverse impact analysis of employment actions and a work plan for the upcoming year.

After review of the annual report, FHWA conducts an on-site meeting with the Internal EEO Unit and then prepares a report that outlines program observations, deficiencies, and recommendations for improvement/compliance. FHWA submits the report to the NCDOT Secretary of Transportation for his review and response. Based upon a favorable response from the Secretary, FHWA will then approve NCDOT's EEO program for another year.

GOOD FAITH EFFORTS

Affirmative Action Program Accomplishments

NCDOT strives to ensure that we have a workforce that reflects the diversity of our state. To achieve that goal, we make a continuous effort to improve our Affirmative Action Program. In addition to our recruitment and outreach activities and making plans for continuous improvement, we have engaged in other activities that enable us to build a better program. In compliance with regulatory requirements, NCDOT monitors our Affirmative Action/Equal Employment Opportunity programs to acknowledge our achievements, identify our challenges, and devise recommendations and action plans for continual improvement to ensure program success.

The Internal EEO Unit is directed by an EEO Manager/Affirmative Action Officer and divided into three sections: the Affirmative Action section, the EEO Investigations section, and the Americans with Disabilities Act (ADA) section. Each section employs two full time EEO/ADA Specialists and additional positions have been requested in order to fulfill our EEO/AAP/ADA requirements and move our programs in a positive direction.

Accountability

Managers' and supervisors' Performance Dashboard Appraisals (PDAs) contain an EEO Performance Measure. This performance measure applies to all managers and supervisors who are responsible for hiring, training, assignment, layoff, termination, or other employment decisions.

The managers and supervisors are required to distribute and review all EEO-related policies at a staff meeting and ensure the most current policy is posted in the work area. This task is an annual requirement to be completed within the first 90 days of the PDA cycle.

Once completed, management must complete and return a confirmation form to the EEO Manager. (See Exhibit 6.1.) Questions can be directed to the EEO Program Manager.

Recruitment, Selection and Hiring

It is the policy of the North Carolina Department of Transportation to maintain a selection system that will give equal employment opportunity to all applicants without regard to race, religion, color, national origin, sex, age, disability, or political affiliation/influence and will be based solely on job-related criteria. The recruitment and selection process will comply with all Federal and State laws, regulations, and policies.

The Department's recruitment procedures are designed to attract a diverse pool of applicants to all occupational categories. For example, the Transportation Engineering Associate (TEA) Program serves as a recruitment tool for minority and female engineers. NCDOT also has hiring procedures to ensure that employment conditions and information are presented consistently along with selection procedures to ensure that all of the steps are nondiscriminatory and job related.

NCDOT shall meet its workforce needs through a systematic recruitment and selection process designed to identify, attract, select, and retain the most qualified applicants. A selection decision shall not be made that constitutes unlawful discrimination or retaliation in violation of Federal or State laws.

Vacant positions are posted on the Department's and/or Office of State Human Resources' website to ensure open and fair competition for all interested employees and applicants. The recruitment and selection process is consistently applied, non-discriminatory, promotes open and fair competition, and results in the creation of a diverse workforce. A vacancy posting is an announcement that includes (1) classification title, (2) salary grade and range, (3) essential functions of the position, (4) knowledge, skills, and abilities, in addition to the minimum training and education position requirements, (5) application period, and (6) appropriate contact information. An employee or applicant must possess at least the minimum qualifications to be deemed qualified for the position. Additional minimum qualifications, if any, must also be met.

Unless otherwise approved by the Secretary, the minimum vacancy posting period is ten (10) work days. Applications for all postings are submitted to the Qualifications, Salary, & Policy Review section of the Human Resources Division. This section, after the closing date of the vacancy announcement, reviews the credentials of each applicant against the training, education, knowledge, skills, and abilities required by the posted position. From those applicants who meet the minimum qualifications, a second screening is conducted to determine the most qualified candidates. The individual selected for the vacant position is chosen from the pool of most qualified applicants. Interviewers are required to successfully complete the Department's Merit Based Hiring policy and procedures training before engaging in the interview process. Interviewers are also trained to use the same set of objective questions for females, minorities, and the disabled that they use for all others. Records consisting of the interview questions asked and corresponding responses are to be maintained by the hiring authority.

The Human Resources Division uses an applicant tracking system referred to as NEOGOV to identify the race and gender of each applicant, as well as whether the applicant is unqualified, qualified, or most qualified. The applicant tracking system is instrumental in identifying the classification title of the vacant position, number of applicants interviewed, and number or non-existence of underrepresented women, minorities, and disabled applicants. This data is essential in isolating job categories and titles of which women, minorities, and disabled applicants are underrepresented. The hiring entity completes an EEO Notification Form that identifies the underrepresentation of protected groups for the posted vacancy. New hire and promotion selection rates are determined and analyzed by both total new hires and promotions. In cases of underrepresentation, if a member of a protected group is not hired or promoted, a reason by the hiring entity is documented and made a part of the hiring package.

The NCDOT recruitment activity ensures good faith with the spirit of affirmative action and equal employment opportunity and includes the following recruitment processes:

- Review and monitor recruitment procedures to abolish any discriminatory practice which may exist.
- Review all recruitment literature to ensure that it includes and is relevant to all employees.
- Institute measures that will improve NCDOT's recruitment process as it relates to the establishment of program objectives.
- Specify measures for initiating and maintaining contact with recruitment resources and informing these resources of employment opportunities, particularly in management, professional and technical level positions. These recruitment resources should include professional minority and female organizations, colleges and universities, churches, and professional minority and female media outlets and publications.

Posted vacancies are listed on the NCDOT and OSHR websites. Studies have shown that discriminatory practices occur more often in the selection process than in any other area of employment practices. The NCDOT's Merit Based Hiring Policy includes procedures to review and evaluate each step of the selection process to assure job requirements, selection procedures, hiring standards, and placement processes contribute to the achievement of program objectives and does not discriminate on the basis of race, color, national origin, political affiliation, religion, sex, age, and disability. These selection and hiring processes ensure the following:

- A job analysis is conducted to establish job-related qualifications statements, selection criteria, and training needs.
- Cooperation is maintained with the Office of State Human Resources or other trained resources regarding the review and validation of written tests, interviews, or other selection devices.
- All employees who interview applicants for employment are trained in proper interviewing techniques.

The State's Merit Based Hiring policy (see Appendix C for the full policy) sets forth our commitment to EEO for all qualified persons and states that positive efforts will be made to recruit qualified individuals including minorities, women, and persons with disabilities for applicant pools. Hiring managers do not receive the race and gender information of applicants due to our Merit Based Hiring Policy; however, the AAP section of the Internal EEO Unit can determine if the vacant position is an underrepresented classification and work with the hiring manager and HR to increase the success rate for the Department's EEO/AA goals and objectives. Additionally, AAP staff communicates quarterly with organizational units to make the hiring managers aware of underrepresentation. Hiring managers are advised to increase their applicant pool by focusing recruitment efforts on minorities and women and are directed to select the most qualified candidate.

Human Resources, with the assistance of the Affirmative Action Officer, must always make a good faith effort to attain a diverse applicant pool for each posted position. To ensure that a diverse applicant pool is attained, HR can focus recruitment on underrepresented groups. HR consistently maintains connections with the following minority and female organizations for recruitment purposes:

Women's Transportation Seminar (WTS)

<https://www.wtsinternational.org/professional-development/career-center/>

National Society of Black Engineers

<https://www.nsbe.org/>

Society of Women Engineers

<http://societyofwomenengineers.swe.org/>

Women in Engineering (NC State)

<https://www.engr.ncsu.edu/womeninengineering/>

HBCU Connect

<http://hbcuconnect.com/>

National Associate of Black Accountants (NABA)

<http://www.nabainc.org/>

National Forum for Black Public Administrators

<http://www.nfbpa.org/i4a/pages/index.cfm?pageID=3916>

National Association of Asian American Professionals

<http://www.naaap.org/>

Association of Latino Professionals in Finance & Accounting

<http://www.alpfa.org/>

Diversity Inc.

<http://www.diversityinc.com/>

Recruit Military

<http://recruitmilitary.com/>

The Conference of Minority Transportation Officials

<http://www.comto.org/>

Mosaic Metier (Diversity Recruitment Site)

<http://www.mosaicmetier.com/>

Hire Heroes

<http://jobs.hireheroesusa.org/>

Once positions are filled, applicant EEO data is tracked so that it can be analyzed for the purpose of assessing our programs toward meeting our affirmative action goals and setting new goals. An applicant flow analysis is performed and used to identify positions that have the greatest difficulty in attracting minority and female candidates. The AAP section of the Internal EEO Unit plans to then evaluate recruitment strategies and selection procedures and collaborate with HR to ensure necessary changes made to meet our Job Placement Goals

Promotions

Promotional priority is given to all current State employees who have achieved career status. Promotional priority consideration shall be provided if it is determined that an eligible employee and an outside applicant have substantially equal qualifications. If so, the eligible employee is offered the job over an outside applicant.

Training

Employee Development Training: The Department's training courses are designed to accomplish career development objectives for all of its employees in an effort to bolster advancement opportunities. The Equal Opportunity and Workforce Services Office (EOWS) and the Human Resources Division provide in-service training to all Department employees.

The EOWS in collaboration with the Human Resources shall ensure all employees attend diversity training.

The Department's training policies and procedures are designed to enhance employee development and advancement opportunities. This EEO/AAP program provides the basis for the following monitoring activities:

- The representation of minorities and females in training is periodically reviewed by EOWS. The goal of the Department is that training be at least equal to their representation in the workforce.
- Supervisors and managers who have input into the selection process have attended Equal Opportunity/Affirmative Action training. EOWS conducts Equal Opportunity/Affirmative Action training.
- NCDOT shall enroll each newly appointed supervisor or manager within one year of appointment in the Equal Employment Opportunity training offered or approved by the Office of State Human Resources pursuant to N.C.G.S. §126-16.1.
- Supervisory personnel counsel and provide career guidance to employees through explanations of classifications requirements and through discussion of how an employee may meet the minimum position qualifications to help facilitate the upward mobility of minorities and females.

Internal Training: The Office of State Human Resources has developed and implemented a mandatory EEO training program for managers and supervisors. The training course, EEOI (Equal Employment Opportunity Institute), covers lessons on the EEO and Affirmative Action programs, applying affirmative action in hiring, civil rights laws, enforcement agencies, and how the complaint and accommodation request processes work. The program also covers the value of diversity, skills for tolerance, perceptions,

primary and secondary dimensions of diversity, workplace harassment laws and forms of harassment. N.C.G.S. §126.16.1 requires newly appointed supervisors or managers to enroll in EEO training offered or approved by OSHR within one year.

The Internal EEO Unit also provides training upon request. Completion of the online training class, Diversity for Today's Employee, is mandatory for all NCDOT employees.

All NCDOT employees have access to their training history and the ability to request training online through the Department's Learning Management System (LMS). Employees discuss and plan developmental opportunities in their Employee Training and Development Plan with supervisors. Employees are encouraged to use this opportunity to put their career paths in action by formally requesting the training and career development opportunities needed to accomplish their career objectives.

Table 6.1 below illustrates the number of classes taken by employees by race and gender for the State FY 2013.

Table 6.1						
Training Diversity Analysis*						
Race	Total	Male	Female	% by Race	% Male	% Female
White	40360	32879	7481	75%	61%	14%
Black	8597	6106	2491	16%	11%	5%
Hispanic	706	509	197	1%	1%	0%
Asian	784	557	227	1%	1%	0%
American Indian	1097	996	101	2%	2%	0%
Other	2349	1792	557	4%	3%	1%
Total	53893	42839	11054			
Source: LMS Training Profiles Report - Training Diversity Analysis 7/1/2012 - 6/30/2013						
* Report results—the number of classes taken by employees						

External Training: Many employees require external training to remain certified or competent in their areas of expertise. These employees are encouraged to use the LMS system to request external learning opportunities. All six EEO/ADA Specialists in Internal EEO attend training annually to increase knowledge, skills and ability in their respective areas of EEO expertise.

Upward Mobility Programs

Summer Engineering Assistants Program: The Summer Engineering Assistants Program offers civil, environmental or biological engineering students in good academic standing the opportunity to work one summer or consecutive summers as interns in the engineering field. Students learn about the work performed at NCDOT and gain valuable experience that counts toward eligibility for permanent employment. Based on need, there may be internship positions available for other majors as well. Positions are located statewide. Job locations depend on the availability and location of current

construction projects, job requirements, and the students' needs and interests. These are paid internships.

Transportation Engineering Associates (TEA) Program: This 18-24 month training and career development program was designed to accomplish three major goals for entry-level civil, environmental or biological engineers:

- Orient the newly graduated engineer on the major functions and organization of the various highway units.
- Provide a career development plan and training program that gives the associate a broad background and practical application of highway engineering.
- Provide the NCDOT with a reservoir of professionally trained and experienced engineers who can assume management responsibilities with confidence.

The TEA Program training schedule starts in **January** and **June** of each year. The associate's major area of interest is determined through counseling, and the department's major needs are examined before a tentative training schedule is arranged. A training schedule can consist of the following units and/or divisions:

- Nine months field operations: statewide assignments in Maintenance and Construction
- Nine months of Pre-Construction assignments in Raleigh (associate must select four):
 - Roadway Design
 - Hydraulics
 - Traffic Mobility and Safety
 - Environment - Planning
 - Transportation Planning
 - Structure Design
 - Materials and Test
 - Pavement Management
 - Photogrammetry
 - Rail Division
 - Aviation Division
 - Location and Surveys (Raleigh & Statewide)

Cooperative Education Program: The Cooperative Education Program at NCDOT is a career-oriented, professional-level program for short-term training in civil engineering. The primary purpose of the program is to integrate classroom and practical experience and is not merely financially oriented.

Co-op is an ongoing program normally beginning after the freshman year of college that encompasses a substantial portion of a student's college career. The Co-op Program at NCDOT functions under the alternate plan, requiring the student to work every other semester. The assignment is usually shared by a pair of students; while one student is working on the job, the other is attending classes. Interested civil engineering students must first register with the Cooperative Education Office at their college or university and follow the requirements set up through the school.

HBCU Internship Program: The North Carolina Department of Transportation Historically Black College & University (HBCU) and Minority Institutions of Higher Education (MIHE) Internship Program is a ten week summer program for students attending North Carolina HBCU/MIHE colleges and universities. Students are jointly selected through an extensive interview process administered by their respective universities and the NCDOT HBCU/MIHE Office.

The program begins in early June and concludes during the first week of August. Students are assigned throughout the department and select transportation partners across the state. Interns are assigned to such program areas as: communications, information technology, accounting, business administration, public transportation, environmental science, planning, and aviation.

The internship program is part of the department's efforts to develop interest and attract and recruit minorities to work in the transportation industry, including the NCDOT. As an internship sponsor, the NCDOT encourages transportation curriculums within HBCU/MIHE academic programs in hopes of bridging the gap between these higher education institutions and the transportation industry.

Student Volunteer Program: The NCDOT offers volunteer opportunities for students interested in exploring their career development goals. Student volunteers can work a flexible schedule to accommodate their needs as well as the needs of NCDOT. There is no requirement on a minimum number of hours for this program and participants can arrange to work around classroom or other obligations. Students can choose to work in fields they are interested in and gain exposure to new environments. All assignments are contingent upon the availability of opportunity.

NCDOT Mentoring Program: The NCDOT recognizes mentoring as one of the best, most cost effective ways to develop employees through transfer of experiences, knowledge and skills. Mentoring facilitates knowledge transfer and is an efficient method to retain critical knowledge and skills within an organization. Participation in our mentoring program encourages employees to take personal responsibility for growth and development. It encourages leadership development and is helpful in supporting recruitment of new employees and the retention of current employees.

Mentoring is an opportunity to grow. Through mentoring an employee can gain advice and perspective from a trusted, impartial advisor. A committed protégé is able to expand professional networks, learn about other areas of NCDOT and increase self-confidence. Participation is available through a recruitment and application process which occurs several months prior to the beginning of each session.

The NCDOT Mentoring Program is aimed at employees with less than five years of NCDOT experience; however, all employees are eligible to apply. It is a structured 12 month program where protégés are matched with NCDOT mentors. The mentors have more than five years of experience with NCDOT. Participation in the NCDOT Mentoring Program (see Appendix D) is completely voluntary.

Career Paths: Every employee is now empowered to take responsibility for his or her development with the Learning Management System. Managers are able to proactively provide development guidance and work with each employee to build capacity for both current and future opportunities. A "career path" is the process used by an employee to chart a course within NCDOT for their career development. Developing a career path plan involves understanding what knowledge, skills, and abilities are required

for an employee to advance their career, either laterally through strategic reassignments or transfers, or upward through promotions.

A well-developed personal career path requires an employee to take an honest look at his or her career goals, skills, needed knowledge, experience, and personal characteristics. After this honest assessment, career paths require the employee to proactively plan to obtain what is necessary in each of these areas to carry out his or her career path. The career path encompasses the employee's desired destination and the steps, experience, and development he or she will need to make progress on the journey. A career path gives the employee a sense of direction, a way to assess career progress, career goals and milestones.

Attaining the desired goal will also require the employee to develop skills, pursue employee development opportunities, and obtain certain experiences as he/she progresses along the career path through the organization. Options include considering a cross-training assignment, supervisory coaching and mentoring assistance from a more experienced employee, probably an employee with a position higher on the organizational chart will help. The DOT training page on the employee portal is a starting point for both internal and external training and development opportunities.

Employees can develop a career path by taking a look at the desired job(s) at NCDOT, and then charting a course through jobs and departments to a likely career path that will let the employee achieve his/her goal. With a written career path plan, the employee can approach his/her supervisor for support and assistance in implementing their career path plan. HR Career Services is also available for career path consultation.

Successful careers are employee driven. Employees own their career path plan and need to decide on their career goals and desired jobs. Employees are responsible for seeking a mentor, applying for internal job openings, and developing the skills and experience necessary to achieve desired goals. While coaching and mentoring may help an employee arrive at several possible career options, a complete career exploration is the employee's task.

COMPLAINTS OF DISCRIMINATION

Policy and Procedures

Effective December 1, 2013, the Department implemented a new Employee Grievance Policy to handle complaints of discrimination (please see Appendix A for the full policy). This new grievance policy, which all state agencies must follow, is one of many changes required by House Bill 834 (HB834). For a summary of all changes required by HB834, please see Appendix B. NCDOT's new Employee Grievance policy provides procedural consistency, allows grievances to be processed at the lowest level, and utilizes mediation as the first step in the formal process. The provisions make the policy clearer, more understandable, and allow employee grievances to be addressed much more quickly.

Unlawful Discrimination, Harassment or Retaliation Complaints

The EEO Informal Inquiry with NCDOT's Equal Employment Opportunity/Affirmative Action Officer is the first step for complainants alleging unlawful discrimination, harassment, or retaliation. As required by

Federal regulations (23 CFR 230), the EEO Informal Inquiry is a procedure whereby employees and applicants may process allegations of discrimination to an impartial body without fear of reprisal. This process is not to be confused with the Formal Internal Grievance Process which is designed for grievances other than unlawful discrimination, harassment or retaliation.

- Complainants file first with the NCDOT's Equal Employment Opportunity/Affirmative Action Officer within 15 days of the alleged discriminatory or retaliatory act that forms the basis of the complaint.
- The Internal EEO Investigations unit then investigates the complaint, determines whether or not there is reasonable cause to believe that the alleged act rises to the level of unlawful discrimination, harassment or retaliation, and then is required to respond to the complainant within 45 calendar days.
- A 15 day extension is allowed if mutually agreed upon by the agency and the complainant.

NCDOT then communicates the outcome to the complainant in writing.

- If reasonable cause exists, management takes action to resolve the matter.
- If successfully resolved, the complainant and management sign an agreement detailing the terms of the resolution.
- If the matter is not successfully resolved, the complainant may file a formal grievance within 15 calendar days of the written response from the EEO Informal Inquiry.
- See Appendix A, NCDOT Employee Grievance Policy and Procedures.

Discrimination Complaint Tracking

Complainants alleging unlawful discrimination, harassment, or retaliation may complain to the Equal Employment Opportunity Commission (EEOC) at any time and until December 1, 2013 to the Office of Administrative Hearings (OAH) at any time. Prior to Q2 of FFY 2013, discrimination charges were tracked in an Excel spreadsheet. Beginning in Q2 of FFY 2013, the EOWS Office developed an Access database to track discrimination charges and run reports.

Discrimination Complaints Analysis FFY 2013

During Q3 and Q4 of FFY 2013, discrimination charges were handled by Employee Relations in the Human Resources Office as the EEO Manager position was vacant during this time period. Consequently, EEO staff used information entered into the Excel spreadsheet and Access database as well as information provided by Philip Bickham, Manager, Employee Relations, to prepare the analysis of discrimination charges for FFY 2013. Beginning with Q1 of FFY 2014, all charges started being tracked in the Access database.

There were a total of 29 discrimination charges filed in FFY 2013, down from the 36 charges filed in FFY 2012. Of the 29 charges filed, there were 19 EEOC/OAH charges and 10 internal grievances. There were

14 charges filed by complainants alleging at least one type of discrimination; the remaining 15 charges included allegations of multiple types of discrimination.

Table 6.2 below summarizes the discrimination charges filed in FFY 2013. The information contained in the table regarding types of discrimination complaints filed and the race/gender of persons who filed them exceeds the actual number of complaints filed during FFY 2013 because of the occasions when multiple types of discrimination were filed.

Table 6.2 Discrimination Charges Filed FFY 2013 (October 1, 2012 – September 30, 2013)

	White Male	White Female	Black Male	Black Female	Hisp Male	Hisp Female	Asian Male	Asian Female	AINA Male	AINA Female	Ethn Unk	TOT	TOT MNRT	TOT FEM
Age	3	1	0	1	0	0	0	0	1	0	0	6	2	2
% All Complaints	6.25	2.08	0.00	2.08	0.00	0.00	0.00	0.00	2.08	0.00	0.00	12.50	4.17	4.17
Color	0	0	0	1	0	0	0	0	0	0	0	1	1	1
% All Complaints	0.00	0.00	0.00	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.08	2.08	2.08
Disability	2	3	2	1	0	0	0	0	0	0	0	8	3	4
% All Complaints	4.17	6.25	4.17	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.67	6.25	8.33
Genetic Information	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% All Complaints	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
National Origin	1	0	0	0	0	0	0	0	0	0	0	1	0	0
% All Complaints	2.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.08	0.00	0.00
Race	2	0	4	5	0	0	0	0	1	0	1	13	10	5
% All Complaints	4.17	0.00	8.33	10.42	0.00	0.00	0.00	0.00	2.08	0.00	2.08	27.08	20.83	10.42
Religion	0	0	0	0	0	0	0	0	0	0	0	0	0	0
% All Complaints	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Retaliation	1	1	4	3	0	0	0	0	1	0	0	10	8	4
% All Complaints	2.08	2.08	8.33	6.25	0.00	0.00	0.00	0.00	2.08	0.00	0.00	20.83	16.67	8.33
Sex	2	1	0	5	0	0	0	0	0	0	1	9	5	6
% All Complaints	4.17	2.08	0.00	10.42	0.00	0.00	0.00	0.00	0.00	0.00	2.08	18.75	10.42	12.50
TOTALS	11	6	10	16	0	0	0	0	3	0	2	48	29	22
% All Complaints	22.92	12.50	20.83	33.33	0.00	0.00	0.00	0.00	6.25	0.00	4.17	100.00	60.42	45.83

BEACON Report B0051

Race discrimination (13) and retaliation (10) were the leading bases for discrimination charges being filed in FFY 2013 followed by sex (9), disability (8), age (6), color (1), and national origin (1). No charges were filed based on genetic information or religion. Black Females filed the largest percentage of complaints (33%) followed by White Males (23%), Black Males (21%), White Females (13%), Native American Males (6%), and Ethnicity Unknown (4%).

- Race discrimination was alleged in 13 complaints (27% of all complaints): 2 by White Males, 4 by Black Males, 5 by Black Females, 1 by a Native American, and 1 Ethnicity Unknown.
- Retaliation was alleged in 10 complaints (21% of all complaints): 1 by a White Male, 1 by a White Female, 4 by Black Males, 3 by Black Females, and 1 by a Native American Male.
- Sex discrimination was alleged in 9 complaints (19%): 2 by White Males, 1 by a White Female, 5 by Black Females, and 1 by Ethnicity Unknown.
- Disability discrimination was alleged in 8 complaints: 2 by White Males, 3 by White Females, 2 by Black Males, and 1 by a Black Female.
- Age discrimination was alleged in 6 complaints: 3 by White Males, 1 by a White Female, 1 by a Black Female, and 1 by a Native American.
- Color discrimination was alleged in 1 complaint by a Black Female.
- National Origin discrimination was alleged in 1 complaint by a White Male.

PROGRAM ACTIVITIES TO ADDRESS CONCERNS

Recruitment, Hiring and Selection

Given the indicated adverse impact in hiring, the Internal EEO Unit of the EOWS Office will initiate the following after AAP approval:

- Establish sign-off procedures to ensure that the selection process in underrepresented occupations reflects established program objectives and timetables.
- Periodically analyze the flow of applicants through the selection and appointment process, determining reasons for the rejection of qualified applicants from underrepresented groups in areas where program objectives have been set or underrepresentation exists.
- Analyze new hire selection periodically by both total new hires and new hires by occupational categories.
- Maintain and analyze periodically a report of new hire and promotion data to assess whether the Department has met its goals. This report will be submitted to the Executive Leadership Team.
- Review hiring and salary decisions in an effort to eliminate any artificial barriers of equal employment, as well as to ensure the Department's selection process remains consistent and nondiscriminatory.

Job Restructuring

The Internal EEO Unit must ensure that job descriptions, hiring criteria and job classification specifications do not contain factors which arbitrarily discriminate. Our goal is to establish and maintain a continuous review process. This process includes the following job evaluation, structuring and job validation procedures:

- Periodic review of position descriptions and job classes by the EOWS Office and HR to correct inaccurate descriptions and ensure that jobs are allocated to the appropriate classification;
- Periodic review of job qualifications by the EOWS Office and HR to ensure job-relatedness and consistency with performing the essential functions of the job; and
- Restructure jobs by replacing higher-level vacant positions with entry level or trainee positions when possible.

Employee Training

The EOWS Office in collaboration with HR shall ensure all employees attend diversity training. The EOWS Office will develop and conduct training to include The Americans with Disabilities Act, Grievance Policy Training, and other training designed to promote the Department's AAP.

The representation of women, minorities, and the disabled receiving training and other services shall be monitored and tracked by the EOWS Office. On July 1st, 2013, the Department began utilizing the NC Learning Center to search, access, register, complete, track and report on training activities. This fundamentally changes the way employees are developed while standardizing and streamlining the process. The training data will be periodically reviewed by the EOWS Office. The data review will include information on the race, gender, and disability status of the training participants and the representation of minorities, females, and disabled persons receiving training. The training goal of the Department for women, minorities, and disabled persons should equal their actual representation in the workforce.

Our review activities will include the following:

- The representation of minorities and females in training. The goal of the Department is that training be at least equal to their representation in the workforce.
- Supervisors and managers who have input into the selection process have attended Equal Opportunity/Affirmative Action training.
- New or promoted supervisors and managers attend the EEO Institute educational and diversity workshop as required by N.C. General Statute 126-16.1.
- Supervisory personnel counsel and provide career guidance to employees through explanations of classifications requirements and through discussion of how an employee may meet the minimum position qualifications to help facilitate the upward mobility of minorities and females.

Promotion Procedures

The Department's promotion procedures are designed to enhance upward mobility and fully utilize the skills of its existing workforce. The EOWS Office shall review the following policies and practices to ensure compliance:

- When promotional opportunities exist in underrepresented job categories, the Department considers and supports its diversity needs by setting annual goals, communicating those goals and following up with organizational units to reinforce the need to accomplish the goals.
- Vacancy postings provide all qualified employees promotional opportunities.
- A report of promotion data shall be developed, analyzed, maintained, and distributed quarterly for the purpose of assessing the impact on the workforce representation of women, minorities, and the disabled. This report is distributed to NCDOT management.

Monitoring of Disciplinary Actions

NCDOT's EOWS Office developed a plan to monitor disciplinary actions department-wide to ensure fairness and consistency in the issuance of disciplinary actions. The plan includes provisions for in depth

investigations of disciplinary actions issued disproportionately to members of protected classes compared to their workforce representation in the department. Plan implementation will begin June 15, 2014.

EEO Committees

As indicated in the EEO Policy Statement signed by Secretary Tata, ensuring equal opportunity in employment is the responsibility of all employees and management at all levels. Therefore, the Internal EEO Unit will implement two advisory committees consisting of a broad cross section of employees to help achieve program goals:

- *EEO Advisory Committee* - The EEO Advisory Committee will consist of a cross section of managers and executive-level members along with the Affirmative Action Officer, serving in an ex-officio capacity. The committee will report to the Secretary. The general focus of the committee will be to recommend action to the Secretary on diversity issues and on removing barriers to employment and advancement with the Department by employees and applicants from underrepresented protected classes. Responsibilities may include:
 - Reviewing and evaluating the EEO plan and program
 - Meeting with the Secretary to discuss EEO programs and to report on the employees' concerns
 - Recommending changes or additions to the EEO policy, plan, or program
 - Meeting as a committee at least quarterly
- *EEO Employee Committee* - The EEO Employee Committee will consist of a diverse cross section of non-management employees. This committee will meet regularly with the Affirmative Action Officer to advise him/her on employee concerns. Responsibilities may include:
 - Discussing EEO programs with the Affirmative Action Officer and reporting employees' concerns
 - Recommending changes or additions to the EEO policy, plan, or program
 - Serving as a communication link between employees and the Affirmative Action Officer
 - Meeting as a committee at least quarterly

SECTION VI, EXHIBIT 1: EEO Performance Measure Confirmation Form



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

PAT MCCRORY
GOVERNOR

ANTHONY J. TATA
SECRETARY

CONFIRMATION FORM

This form will serve as a confirmation document to ensure that the required EEO performance measures are met by managers and supervisors. Once completed, management must complete and email the confirmation form to the EEO Director at EEOmanager@ncdot.gov.

REQUIREMENTS CHECKLIST

Please complete checklist before signing below.

Manager/Supervisor Name: _____

Title: _____

Unit: _____

Please Check

- | | |
|---------------------------------------------------------------------------|--------------------------|
| 1.) Held staff meeting to distribute and review all EEO related policies. | <input type="checkbox"/> |
| a.) Date staff meeting was held: _____ | |
| b.) Total number of staff in meeting: _____ | |
| 2.) Post current EEO policies in the work place. | <input type="checkbox"/> |
| a.) Total number of locations posted: _____ | |
| 3.) Completed within the first 90 days PDA cycle. | <input type="checkbox"/> |

Note: By signing this confirmation letter, you are confirming that you have completed all the requirements listed above to meet the EEO performance measurements required during this PDA cycle.

Sign: _____

Date: _____

MAILING ADDRESS:
NC DEPARTMENT OF TRANSPORTATION
OFFICE OF CIVIL RIGHTS
1511 MAIL SERVICE CENTER
RALEIGH, NC 27699-1511

TELEPHONE: 919-508-1808
FAX: 919-508-1814
WEBSITE: WWW.NCDOT.ORG

LOCATION:
RANEY BUILDING
104 FAYETTEVILLE STREET
RALEIGH, NC

APPENDIX A: NCDOT Grievance Policy

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION



EMPLOYEE GRIEVANCE POLICY AND PROCEDURES

Revised 11/01/2013
Effective: 12/01/2013

Revised 11/01/2013

POLICY STATEMENT

It is the intent of the North Carolina Department of Transportation (NCDOT) to ensure that all employees have access to the Department's Employee Grievance Policy and Procedures. This policy and procedures are in accordance with the Office of State Human Resources policy, and approved by the NC Human Resources Commission. These procedures will be posted in a conspicuous location at all NCDOT facilities. It is also available on the portal on the Human Resources page document library under NCDOT HR Manual, section 8, Discipline, Appeals and Grievances. New employees will be informed of the policies and procedures during employee orientation training sessions. In the event changes are made, these changes will be communicated to all employees.

Secretary
Department of Transportation

I.	INTRODUCTION.....	4
	OBJECTIVES	
	DEFINITIONS	
II.	GRIEVABLE ISSUES AND WHO MAY GRIEVE.....	6
III.	GRIEVANCE PROCESS FOR ALL GRIEVABLE ISSUES.....	8
IV.	EQUAL EMPLOYMENT OPPORTUNITY INFORMAL INQUIRY.....	8
	EXTERNAL FILING OF A DISCRIMINATION CHARGE	
	SIMULTANEOUS INTERNAL AND EXTERNAL FILING	
V.	INFORMAL DISCUSSION.....	9
	GRIEVANCE PROCESS FOR DISCIPLINARY ACTION	
VI.	FORMAL INTERNAL GRIEVANCE PROCESS.....	9
	STEP 1- MEDIATION	
	-Purpose of Mediation	
	-Mediation Process	
	-Assignment of Respondent and Mediation Attendees	
	-Location and Time Allocation of Mediation	
	-Post Mediation	
	-Limitations on a Mediation Agreement	
	-Confidentiality of Documents Produced in Mediation	
	-Mediation Agreement Approval	
	-Grievant's Mediation Responsibilities	
	-Respondent's Mediation Responsibilities	
	STEP 2 – HEARING	
	-Employee Relations Committee Process	
	-Location & Time	
	-Appointment & Composition of the Employee Relations Committee	
	-Right to Challenge Appointed Employee Relations Committee Members Impartiality	
	-Representation	
	-Witnesses	
	-Hearing Attendees	
	-Grievance Presented to Employee Relations Committee	
	-Burden of Proof	
	-Evidence	
	-Recording of Hearing	
	-Confidentiality of Hearing	
	-Format of Hearing	
	-Proposed Recommendation	
	-Final Agency Decision	
	-Settlement Approval	
	-Grievant Responsibilities	
	-Respondent Responsibilities	
	-Employee Relations Committee Responsibilities	
	-Mediation/Hearing Responsibilities.	
	STEP 3-APPEAL TO THE OFFICE OF ADMINISTRATIVE HEARINGS	
VII.	GRIEVANCE POLICY PROVISIONS.....	16
	NO THREAT OF REPRISAL	
	ADMINISTRATIVE LEAVE AND EXPENSE REIMBURSEMENT	
	ACCESS TO INFORMATION	
	NCDOT HUMAN RESOURCES/MISCELLANEOUS RESPONSIBILITIES	

Objectives

In establishing this Employee Grievance Policy and Procedures, the NC Department of Transportation (NCDOT) seeks to achieve the following objectives:

1. Ensure employees have access to grievance procedures to address grievable issues timely, fairly and without fear of reprisal; and
2. Resolve workplace issues efficiently and effectively

Definitions

The following are definitions of terms used in this policy:

TERM	DEFINITION
Agency	A department, university, office, board or commission
Alleged Event or Action	The precipitating workplace event or action or the receipt of a notice of an event or action that is the basis for filing the grievance
Applicant	A person who submits an application for initial hire, promotion or re-employment for a position in a State agency
Career State Employee	An employee who is in a permanent position and has been continuously employed by the State in a position subject to the NC Human Resources Act for the immediate 24 preceding months
Contested Case Issue	A grievable issue that may be appealed to the Office of Administrative Hearings (OAH)
Complainant	An applicant, probationary State employee, former probationary State employee, career State employee or former career State employee who initiates an informal complaint through the Equal Employment Opportunity (EEO) Informal Inquiry process
Employee Relations Committee	An agency appointed panel of no less than 3 members selected to conduct a hearing. The Employee Relations Committee chair has the responsibility to oversee the proceedings of the hearing and submit a proposed recommendation for a Final Agency Decision (FAD).
Equal Employment Opportunity Informal Inquiry	An informal process for addressing allegations of unlawful discrimination, harassment and retaliation that may facilitate a resolution prior to the filing of a grievance
Final Agency Decision	The final decision issued by the NCDOT Secretary that concludes the internal grievance process
Grievable Issue	A workplace event or action as defined by NC State statute as grievable that allows an eligible employee to challenge the alleged workplace event or action through established grievance procedures for resolution
Grievant	An applicant, probationary State employee, former probationary State employee, career State employee or former career State employee who initiates a grievance

TERM	DEFINITION
Hearing	A proceeding overseen by an Employee Relations Committee that allows the grievant to present information relevant to the nature of the grievance and the remedies sought.
Impasse	An impasse occurs when mediation does not result in an agreement
Informal Discussion	An informal process for addressing a grievable issue that may facilitate a resolution prior to the filing of a grievance
Internal Grievance Process	The process available to an applicant, probationary State employee, former probationary State employee, career State employee or former career State employee to file a formal grievance based on issues that are defined as grievable by NC State statute
Internal Grievance Process Timeframe	The internal process must be completed within 90 calendar days. Time spent in the Informal Discussion and the EE Informal Inquiry is not included in the 90 day timeframe.
Mediation	The process facilitated by a neutral third party in which the grievant and the NCDOT respondent attempt to resolve a grievance in a mutually acceptable manner. Responsibility for resolving the grievance rests with the parties.
Mediation Agreement	The written agreement resulting from the successful resolution of a grievance reached in mediation. The Mediation Agreement is legally binding on both parties.
Mediator	A neutral third party(s) approved by the Office of State Human Resources (OSHR) whose role is to guide the mediation process, facilitate communication, and assist the parties to generate and evaluate possible outcomes for a successful resolution. A mediator does not act as a judge and does not render decisions.
Probationary State Employee	An employee who is in a permanent position but has not attained career status by being continuously employed by the State in a position subject to the NC Human Resources Act for the immediate 24 preceding months
Respondent	A designated NCDOT representative who has the authority to respond to a grievance and negotiate an agreement on behalf of the department for the express purpose of resolving that issue in a mutually acceptable manner

I. GRIEVABLE ISSUES AND WHO MAY GRIEVE

The following table lists all issues that may be grieved by an applicant for State employment, a probationary State employee or former probationary State employee, and a career State employee or former career State employee.

The following issues may be grieved through the NCDOT internal grievance process only.

Applicant for State employment (initial hire, promotion or re-employment)	<ul style="list-style-type: none">• Denial of request to remove inaccurate and misleading information from applicant file (excludes the contents of a performance appraisal and written disciplinary action).
Probationary State employee or former probationary State employee	<ul style="list-style-type: none">• Denial of request to remove inaccurate and misleading information from personnel file (excludes the contents of a performance appraisal and written disciplinary action).

In addition to the grievable issues listed above, a **career State employee or former career State employee** may also grieve the following issue.

Career State employee or former career State employee	<ul style="list-style-type: none">• Overall performance rating of less than "meets expectations" or equivalent as defined in the Performance Management Policy.
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The following issues must first be grieved through the internal grievance process prior to being eligible to file an appeal with the Office of Administrative Hearings (OAH).

If the grievant is not satisfied with the Final Agency Decision (FAD), the grievant may appeal to OAH.

Who May File	Grievable Issues
Applicant for State employment (initial hire, promotion or re-employment)	<ul style="list-style-type: none"> • Denial of hiring or promotional opportunity due to failure to post position (unless hiring opportunity is not required to be posted by law). • Denial of veteran's preference as provided by law. • Unlawful discrimination or harassment based on race, religion, color, national origin, sex, age, disability, genetic information or political affiliation if the applicant believes he or she has been discriminated against in his or her application for employment. • Retaliation for protesting (objecting to or supporting another person's objection to) unlawful discrimination based on race, religion, color, national origin, sex, age, disability, genetic information or political affiliation if the applicant believes he or she has been retaliated against in his or her application for employment.
Probationary State employee or former probationary State employee	<ul style="list-style-type: none"> • Denial of hiring or promotional opportunity due to failure to post (unless hiring opportunity is not required to be posted by law). • Denial of veteran's preference as provided by law. • Any retaliatory personnel action for reporting improper government activities ("whistle blower"). • Unlawful discrimination or harassment based on race, religion, color, national origin, sex, age, disability, genetic information or political affiliation if the employee believes that he or she has been discriminated against in the terms and conditions of employment. • Retaliation against an employee for protesting (objecting to or supporting another person's objection to) unlawful discrimination based on race, religion, color, national origin, sex, age, disability, genetic information or political affiliation if the employee believes that he or she has been retaliated against in the terms and conditions of employment.

In addition to the grievable issues listed above, a **career State employee or former career State employee** may also grieve the following issues.

Career State employee or former career State employee	<ul style="list-style-type: none"> • Dismissal, demotion or suspension without pay for disciplinary reasons without just cause. • Involuntary non-disciplinary separation due to unavailability. • Denial of re-employment or hiring due to denial of Reduction-in-Force priority as required by law (N.C.G.S. 126-7.1). • Denial of promotional opportunity due to failure to give priority consideration for promotion to a Career State employee as required by law (N.C.G.S. 126-7.1).
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II. GRIEVANCE PROCESS FOR ALL GRIEVABLE ISSUES

A grievance or complaint must be filed within **15 calendar days** of the alleged event or action that is the basis of the grievance. Unlawful discrimination, harassment or retaliation complaints must be filed under the Equal Employment Opportunity (EEO) Informal Inquiry process before proceeding to the formal internal grievance process. All other grievable issues must first be discussed with the immediate or other appropriate supervisor in the employee's chain of command or other appropriate personnel or agency that has jurisdiction regarding the alleged event or action that is the basis of the grievance prior to filing a formal grievance with the exception of disciplinary action grievances. Disciplinary action grievances as well as non-disciplinary separation due to unavailability shall proceed directly to the formal internal grievance process.

III. EQUAL EMPLOYMENT OPPORTUNITY INFORMAL INQUIRY FOR UNLAWFUL DISCRIMINATION, HARASSMENT OR RETALIATION

An applicant for State employment, probationary State employee, former probationary State employee, career State employee or former career State employee (hereafter referred to as complainant) alleging unlawful discrimination, harassment or retaliation shall first file a complaint with the agency Equal Employment Opportunity (EEO) Officer or Affirmative Action (AA) Officer within 15 calendar days of the alleged discriminatory or retaliatory act that is the basis of the complaint. If the complainant alleges facts that would constitute unlawful discrimination, harassment, or retaliation as prohibited by law, the complaint will be investigated as a part of the EEO Informal Inquiry. The investigation will determine if the facts support a finding that there is reasonable cause to believe the alleged act rises to the level of unlawful discrimination, harassment or retaliation.

The agency has **45 calendar days** from receipt of the complaint to investigate and respond to the complainant, unless the complainant and the employer mutually agree in writing to extend the time due to occurrences that are unavoidable or beyond the control of either party. Any extension shall not exceed **15 calendar days**.

At the conclusion of the investigation, the agency shall communicate the outcome of the investigation in writing to the complainant. If there is reasonable cause to believe that unlawful discrimination, harassment, or retaliation occurred, management shall take appropriate action to resolve the matter. If the complaint is successfully resolved, the complainant will sign a letter of agreement with the agency detailing the terms of the resolution. The agency shall ensure that the terms of the agreement under the control of the agency are implemented.

If the complaint is not successfully resolved, then the complainant may continue the process by filing a formal grievance within **15 calendar days** of the written response from the EEO Informal Inquiry.

At any point in the grievance process, the complainant/grievant has the right to bypass discussions with or review by the alleged offender. Time spent in the EEO Informal Inquiry is not a part of the formal internal grievance process.

External Filing of a Discrimination Charge

The complainant alleging unlawful discrimination, harassment or retaliation has the right, at any time, to bypass or discontinue the EEO Informal Inquiry or the formal internal grievance process and file a charge directly with the Equal Employment Opportunity Commission. The complainant may not, however, file a contested case with the Office of Administrative Hearing if the internal process has not been completed.

Information about filing an EEOC charge can be found at: <http://www.eeoc.gov/employees/charge.cfm> or by calling the EEOC regional offices located in Raleigh, Greensboro and Charlotte at 1-800-868-4000.

Information about filing through the Civil Rights Division of the Office of Administrative Hearings can be found at: <http://www.ncuah.com/civil/> or by calling (919) 431-3036.

Simultaneous Internal and External Filing

An applicant for State employment, probationary State employee, former probationary State employee, career State employee or former career State employee may file simultaneously with the Equal Employment Opportunity Commission (EEOC) at any point in either the EEO Informal Inquiry or the formal internal grievance process.

IV. INFORMAL DISCUSSION

A grievance must be filed within **15 calendar days** of the alleged event or action that is the basis of the grievance. Prior to filing a grievance about any issue, excluding unlawful discrimination, harassment or retaliation and disciplinary actions, non-disciplinary separation due to unavailability, the employee shall first discuss the grievable issue with the immediate or other appropriate supervisor in the employee's chain of command or other appropriate personnel or agency that has jurisdiction regarding the alleged event or action that is the basis of the grievance. Disciplinary action grievances, including separation due to unavailability, shall bypass the Informal Discussion with Supervisor and proceed directly to the formal internal grievance process.

The employee must clearly declare to the supervisor or other appropriate personnel that the Informal Discussion request is regarding an alleged event or action that is the basis of a potential grievance. The supervisor or other appropriate personnel shall confirm the intention of the requested Informal Discussion with the employee before beginning discussions.

This informal process must be completed within the **15 calendar day** timeframe. However, if progress is being made toward a successful resolution to the dispute or if there are occurrences that are unavoidable or beyond the control of either party, both parties may agree to an extension. This extension must be agreed to in writing and approved by HR and shall not exceed **15 calendar days**.

The supervisor shall notify NCDOT Human Resources when an employee requests an informal discussion. The supervisor or other appropriate personnel is responsible for attempting to resolve the grievable issue with the employee. The Employee Relations Representative assigned to the employee's division or unit shall serve as a resource during these discussions and will work with both parties to strive for a timely resolution.

The outcome of the informal discussion shall be communicated to the employee and NCDOT Human Resources by the supervisor or other appropriate personnel in writing. If the informal discussion is unsuccessful in resolving the grievable issue, the employee may choose to file a formal grievance. If no written response is provided by the supervisor within the **15 calendar day** timeframe, the employee may proceed by filing a formal grievance. Time spent in the Informal Discussion is not a part of the formal internal grievance process. Grievances must be filed in writing with the Human Resources Director or designee to:

NCDOT Human Resources Director
1519 Mail Service Center
Raleigh, NC 27699-1519

Grievance Process for Disciplinary Actions

Disciplinary action grievances, to include dismissal, demotion, suspension without pay, and separation due to unavailability, shall bypass the Informal Discussion and proceed directly to the formal internal grievance process.

V. FORMAL INTERNAL GRIEVANCE PROCESS

STEP 1 – Mediation

Mediation is the process in which a grievant and an agency respondent use a neutral third party(s) to attempt to resolve a grievance. Mediation provides the grievant and the agency respondent an opportunity to openly discuss the grievance in a neutral environment with the goal of reaching a mutually acceptable resolution.

1. Purpose of Mediation

Mediation provides the grievant and the appropriate NCDOT supervisor/manager an opportunity to openly discuss the grievance in a less adversarial environment with the goal of reaching a mutually acceptable solution.

2. Mediation Process

The Mediation/Hearing Coordinator shall submit the request for mediation within **3 business days** of receipt of the grievance to the Office of State Human Resources (OSHR) for assignment of the mediator(s). Only OSHR-approved mediators will mediate grievances for State agencies. OSHR will maintain a pool of qualified mediators to facilitate mediations. Mediators will NOT be selected from the NCDOT to conduct mediations within the department.

3. Assignment of Respondent and Mediation Attendees

The Mediation/Hearing Coordinator will notify the director of the division or unit from which the grievance arises and request that the director designate a management representative to serve as the respondent for the mediation. The mediation attendees will be limited to the employee, former employee or applicant who initiated the grievance, the designated agency representative serving as the respondent for the mediation who has the authority to negotiate an agreement on behalf of the NCDOT, and the OSHR-appointed mediator(s). Attorneys and other advisors **may not** attend the mediation. Either party may ask for a recess at any time in order to consult with an attorney or other advisor. Emergency substitution of a mediator must be approved by the OSHR Mediation Director or designee. The OSHR Mediation Director or designees may attend mediations as observers.

4. Location and Time Allocation of Mediation

The Mediation/Hearing Coordinator shall schedule the mediation for an amount of time determined by the mediator(s) to be sufficient and in a location approved by the OSHR Mediation Director or designee. Mediation may be recessed by the mediator(s) and reconvened at a later time.

The mediation process shall be concluded within **35 calendar days** from the receipt of the grievance unless the employee and the NCDOT mutually agree to extend the time due to extenuating circumstances.

Audiotape, videotape, recording devices, and transmission devices are not permitted during the mediation.

Post Mediation

1. When an agreement is reached, the following shall occur:
 - a. The grievant and the respondent will sign a Mediation Agreement that states the terms of the agreement and is intended to be a legally binding document.
 - b. The original signed Mediation Agreement is provided to the NCDOT Human Resources Office. A copy of the signed Mediation Agreement is provided to the grievant, respondent and the OSHR Mediation Director.
 - c. The NCDOT Human Resources Office shall ensure that the terms of the mediation agreement are implemented.
2. When an agreement is not reached (impasse), the following shall occur:
 - a. The grievant and respondent will sign a Notice of Impasse stating that the mediation did not result in an agreement.
 - b. The original signed Notice of Impasse is provided to the NCDOT Human Resources Office. A copy of the signed Notice of Impasse is provided to the grievant, the respondent and the OSHR Mediation Director.
 - c. At the end of the mediation session, the respondent shall provide the grievant information regarding Step 2 of the internal grievance process and inform the grievant that the Step 2 filing must be received by the NCDOT Human Resources Office within **5 calendar days** of the date of the mediation.

Limitations on a Mediation Agreement

The Mediation Agreement shall serve as a written record and shall:

- a. Not contain any provision(s) contrary to NC Human Resources Commission policies, administrative rules, and applicable state and federal laws.
- b. Not contain any provision(s) that exceed(s) the scope of the parties' authority; and
- c. Not be transferrable to another State agency.

When mediation resolves a grievance but it is determined upon review by NCDOT or OSHR that one or more provisions of the Mediation Agreement do not comply with the NC Human Resources Commission policies or rules or applicable state or federal laws, the mediation shall be reconvened to resolve the specific issue(s). If the parties are unable to resolve the non-compliance issue(s), the mediation will impasse and the grievant may proceed to Step 2 of the internal grievance process.

Should additional information or clarification be needed to effectuate the terms of the agreement, communication with all parties may occur via telephone. In the event the mediator who facilitated the mediation is not available, the OSHR Mediation Director or designee will have the authority to stand in place of the mediator in these communications.

Confidentiality of Documents Produced in Mediation

All documents generated during the course of mediation and any communications shared in connection with mediation are confidential to the extent provided by law.

Mediation Agreement Approval

The approval of the Director of the Office of State Human Resources is required for mediation agreements that need a personnel transaction to be processed, except where the only action is the substitution of resignation for dismissal. If a mediation agreement involves an exception to NC Human Resources Commission policy, the approval of the Director of the Office of State Human Resources is required.

Mediation Responsibilities:

- 1. The grievant is responsible for:**
 - a. Attending the mediation as scheduled by NCDOT;
 - b. Notifying the Mediation/Hearing Coordinator in advance of the scheduled mediation if occurrences that are unavoidable or beyond the control of the grievant prevent attendance at the mediation;
 - c. Preparing for the mediation by being able to orally present clear and concise information regarding the issues surrounding the grievance and the remedies sought; and
 - d. Making a good faith effort to resolve the grievance.

A grievant who has an unexcused failure to attend mediation as scheduled forfeits the right to proceed with the internal grievance process.

- 2. The respondent is responsible for:**
 - a. Attending the mediation as scheduled by NCDOT;
 - e. Notifying the Mediation/Hearing Coordinator in advance of the scheduled mediation if occurrences that are unavoidable or beyond the control of the respondent prevent attendance at the mediation;
 - b. Preparing for the mediation by becoming knowledgeable regarding the issues surrounding the grievance and the remedies sought;
 - c. Consulting with management, NCDOT Human Resources and/or legal counsel regarding possible areas of negotiation for grievance resolution; and
 - d. Making a good faith effort to resolve the grievance.

STEP 2 – Hearing

If mediation does not result in a resolution at Step 1, the employee is entitled to proceed to Step 2 of the internal grievance hearing process. The grievant will be advised by the respondent at the conclusion of the mediation of his or her opportunity to present the grievance orally to an Employee Relations Committee.

1. Employee Relations Committee Process

The employee must submit their request to move to Step 2 to the Mediation/Hearings Coordinator within **5 calendar days** of the mediation. The request shall include a written summary explicitly stating the specific facts of the complaint. At the employee's request the Mediation/Hearings Coordinator or the Employee Relations Representative assigned to the employee's division or unit may advise the employee on relevant policies, procedures and requirements related to preparation of the request and the written summary of facts of the appeal. The hearing process shall be concluded within **35 calendar days** of filing Step 2 of the grievance process unless the employee and the NCDOT mutually agree to extend the time due to occurrences that are unavoidable or beyond the control of either party. Any extension of Step 1 will not extend the 90 calendar day timeline.

2. Location and Time

Each party whose attendance is required (or requested) shall be notified at least **7 calendar days** in advance of the scheduled date, time, and location of the hearing.

3. Appointment and Composition of the Employee Relations Committee

Upon receipt of the grievant's appeal, the Mediation/Hearings Coordinator shall appoint an Employee Relations Committee to conduct the hearing. The Employee Relations Committee shall consist of three (3) voting members who are not from the same division or unit as the employee appealing, and two alternate committee members. The committee shall consist of the following:

- a. Chairperson;
- b. Employee from any Division of NCDOT, excluding Human Resources;
- c. Employee with the same basic occupational classification as the aggrieved employee. For example, if a hearing is being held for an Engineer (Journey), then either an Engineer (Contributing) or an Engineer (Advanced) could serve on the committee. This applies to any classification as long as there is not more than a three (3) pay grade difference in the classification of the aggrieved employee and the employee serving on the committee. Exceptions may be made when necessary, for example, when the occupational classification is unique without a comparable position; and
- d. Employees to serve as alternate committee members.

4. Right to Challenge Appointed Employee Relations Committee Members Impartiality

The names of two (2) proposed committee members and one (1) alternate committee member will be submitted to the grievant and management within **7 calendar days** prior to the date of the hearing. The grievant has the right to substitute up to two (2) committee members with the alternate committee member(s). The names of the two (2) alternate committee members will not be provided to either grievant or management's representative prior to the hearing. To challenge a committee member's ability to render an impartial recommendation due to a real or perceived conflict of interest, a written request must be submitted to the Mediation/Hearing Coordinator at least **3 calendar days** prior to the scheduled date of the hearing. The Mediation/Hearing Coordinator will review the challenge and replace the Employee Relations Committee member as appropriate.

5. Representation

Attorneys and other advisors may not attend the hearing. Either party may ask for a recess at any time in order to consult with an attorney or other advisor.

6. Witnesses

Management's representative and the grievant shall each submit to the Mediation/Hearing Coordinator, for approval, a list of no more than five (5) witnesses to be called on their behalf to attend the hearing. The Mediation/Hearing Coordinator will provide a complete list of the witnesses' names for the opposing parties. If the grievant or management's representative testifies, he/she must offer his/her testimony first and he/she is considered one of the five (5) witnesses allowed for each party. If either party feels additional witnesses are needed, a written justification must be submitted to the Mediation/Hearing Coordinator for either approval or disapproval of the request. The

VIII. APPEAL PROCESS

A State employee or applicant for initial State employment may complain directly through the Civil Rights Division of the Office of Administrative Hearings (OAH) if all the following conditions apply:

The person alleging the violation applied for the position in question during the open application period.

The person alleging the violation was not hired into the position in question.

The person alleging the violation was among the pool of the most qualified applicants.

The successful applicant for the position was not among the pool of most qualified applicants.

The hiring decision was in violation of G.S. 126-14.2 because of political affiliation or political influence.

The complaining State employee or applicant must file their complaint with the Civil Rights Division of OAH within thirty (30) days after the complaint receives written notice that the position in question has been filled. (Refer to NCDOT Grievance Policy)

that recording the hearing by any party other than the Mediation/Hearing Coordinator is not allowed.

12. Confidentiality of Hearing

All other documents generated during the course of the hearing and any communications shared in connection with the hearing are confidential to the extent provided by law.

13. Format of Hearing

- a. Prior to the presentation of evidence, the chairperson shall introduce the committee and other parties involved, explain the purpose of the hearing and the functions of the committee, and describe the procedures to be followed.
- b. The parties may make an opening statement summarizing the evidence they intend to present and the conclusions that or which can be drawn from the evidence.
- c. The party with the burden of proof shall make the first presentation. Each presentation should include the party's own statement and direct examination, in addition to cross examination of witnesses by the opposing party. The committee members may ask questions. Witnesses may not ask questions.
- d. Each party may make a closing statement. The party with the burden of proof shall make the last statement.

14. Proposed Recommendation for Final Agency Decision

The Employee Relations Committee Chair will draft a proposed recommendation for a final agency decision including an explanation and justification to support the recommendation. The proposed recommendation shall be submitted to the Secretary of Transportation and the Director of the Office of State Human Resources for review within **5 calendar days** of the date of the hearing. The Secretary or his/her designee may provide a memorandum with comments on the proposed recommendation to the Director of OSHR or designee.

15. Office of State Human Resources Review

The Director of the Office of State Human Resources or designee shall review the proposed recommendation for a Final Agency Decision based on established criteria. The Director or designee may approve as written or may provide recommendations for modification or reversal within **10 calendar days** of receipt of the recommendation. Committee recommendations must be in compliance with NC Human Resources Commission policies or rules or applicable state or federal laws. The proposed FAD shall not be issued nor become final until reviewed and approved by the Office of State Human Resources.

16. Final Agency Decision

The NCDOT shall consider the recommendation of the Director of OSHR and issue its final agency decision (FAD) to the employee within **5 calendar days** of the date the recommendation is returned from the Director of OSHR. The FAD shall be issued in writing within **90 calendar days** of the initial filing of the grievance. The FAD shall include information about applicable appeal rights.

17. Settlement Approval

The approval of the Director of State Human Resources is required for settlements that need a personnel action processed, except where the only personnel action is the substitution of a resignation for a dismissal. If a settlement involves an exception to the NC Human Resources Commission policy, the approval of the Director of OSHR is required.

18. Grievant Responsibilities

The grievant is responsible for:

- a. Attending the hearing as scheduled by NCDOT;
- b. Notifying the Mediation/Hearing Coordinator in advance if circumstances prevent attendance at the scheduled hearing;
- c. Preparing for the hearing by being able to present clear and concise information regarding the issues surrounding the grievance and remedies sought; and
- d. Making a good faith effort to resolve the grievance.

In the event the grievant fails to appear for the hearing, or leaves prior to the beginning of the hearing, the grievant will be considered to have forfeited and/or waived all rights to pursue his/her appeal and the case will be administratively closed.

Requests for postponement of a scheduled hearing must be submitted in writing to the Mediation/Hearing Coordinator. Such requests may be granted only upon a showing of good cause.

19. Respondent Responsibilities

The respondent is responsible for:

- a. Attending the hearing as scheduled by NCDOT;
- b. Notifying the Mediation/Hearing Coordinator in advance if circumstances prevent the respondent from attending a scheduled hearing;
- c. Preparing for the hearing by becoming knowledgeable regarding the issues surrounding the grievance and the remedies sought; and
- d. Making a good faith effort to resolve the grievance.

20. Employee Relations Committee Chair Responsibilities

The Employee Relations Committee is responsible for:

- a. Calling the hearing to order and establishing the process for the proceedings;
- b. Maintaining order and decorum;
- c. Ensuring that all parties are allotted adequate time to present evidence and question witnesses; and
- d. Submitting a proposed recommendation with findings of fact for a Final Agency Decision.

21. The Mediation/Hearing Coordinator Responsibilities

The Mediation/Hearing Coordinator is responsible for:

- a. Verifying all mandatory witnesses requested by grievant and management's representative are present prior to the opening of the hearing;
- b. Monitoring the hearing to ensure that all applicable policies and procedures are followed; and
- c. Being available to assist with the interpretation and explanation of policies and procedures as they relate to a case.

STEP 3 – Appeal to the Office of Administrative Hearings

If the grievant is not satisfied with the final agency decision (FAD), the grievant may file a Petition for a Contested Case Hearing in the Office of Administrative Hearings in cases where the grievable issue may be appealed. An Administrative Law Judge will conduct a hearing and render a final decision.

A Petition for a Contested Case Hearing must be filed within **30 calendar days** after the grievant receives the FAD. The grievant may file the appeal at:

Office of Administrative Hearings
1711 New Hope Church Road (Physical Address)
6714 Mail Service Center (mailing Address)
Raleigh, NC 27609-6714
919-431-3000

Hearing procedure requirements and filing form (OAH Form H06A) can be obtained from the Office of Administrative Hearings at: <http://www.ncqah.com/hearings/> or by calling 919-431-3000. The Office of Administrative Hearings charges a \$20.00 filing fee for each petition filed. Please contact their office to obtain information regarding the accepted forms of payment.

A copy of the petition for a contested case hearing must also be served on the NC Department of Transportation by personal delivery, or by certified or registered mail, return receipt requested to:

Sarah Mitchell
Process Agent
NC Department of Transportation
1 S. Wilmington Street
1501 Mail Service Center
Raleigh NC 27699-1501

VI. GRIEVANCE POLICY PROVISIONS

No Threat of Reprisal

All eligible employees have the right to pursue a complaint or grievance without threat of reprisal and/or intimidation. Any supervisor or staff member issuing threats of reprisal or intimidation shall be subject to disciplinary action for unacceptable personal conduct.

Administrative Leave and Expense Reimbursement

1. Grievants will be allowed up to a total of eight (8) hours of administrative leave to prepare for an Employee Relations Committee hearing.
2. Grievants and employees required to attend a hearing shall be granted administrative leave for the time spent in the hearing.
3. All employees, except grievants, who are required to attend a hearing, shall be granted per diem costs for lodging, meals and transportation expenses in accordance with Departmental procedures set forth in the NCDOT Field Fiscal Procedure Manual.
4. Grievants **who prevail** in a hearing shall be reimbursed for all expenses, including per diem cost for lodging, meals and transportation, in accordance with the NCDOT Field Fiscal Procedures Manual.

Access to Information

Management shall cooperate with the grievant's request for access to information in his/her personnel file as provided by N.C.G.S. 126-24 and to other relevant public records and shall respond to **reasonable** requests for copies of such documents. The NC Human Resources Director or appropriate designee shall rule upon the reasonableness of all such requests. The Personnel Tech for each division, branch, section or unit is the custodian of the personnel files. Employees shall be entitled to view and copy their own personnel files during normal business hours upon reasonable advance written notice to the custodian.

NCDOT Human Resources Responsibilities

The NCDOT Human Resources Office is responsible for:

1. Ensuring adherence to the Employee Grievance Policy as adopted by the NC Human Resources Commission;
2. Developing and communicating internal procedures as needed;
3. Providing current employees and new hires with access to the Employee Grievance and Procedures;
4. Notifying all employees of any changes to the Employee Grievance Policy and Procedures no later than **30 calendar days** prior to the effective date of the change;
5. Entering and maintaining all grievance data by the last business day of each month in the State's HR/Payroll system; and
6. Submitting employee grievance data to OSHR in accordance with OSHR instructions upon request.

Miscellaneous Provisions

1. No appeal rights are provided in the NCDOT grievance and appeal procedures for any written warnings, counseling sessions or supervisory conferences.
2. No appeal rights are provided in the NCDOT grievance and appeal procedure for denial of promotion based on qualifications.
3. Lateral transfers made by management are not grievable, unless the grievant is transferred more than 35 miles from his/her workstation. If the transfer results in less than 35 miles from the home/residence, there are no appeal rights.
4. Any employee who voluntarily resigns from employment with the NCDOT with or without notice has no appeal rights.
5. Matters of inherent management decisions are not subject to appeal under this policy. These matters include, but are not limited to, such areas as the programs and functions of the department, standards of service, the overall agency budget, the utilization of technology, and assignment and reassignment of staff positions, duty stations and shifts, except where such transfers include a demotion to a lower classification or a transfer of more than 35 miles from the employee's previous workstation.
6. Reduction in Force appeal rights are defined in the NCDOT Reduction in Force Policy.
7. Complaints involving unlawful workplace harassment are defined in the Unlawful Workplace Harassment policy.
8. Appeal rights and a copy of the NCDOT grievance Procedure overview must be included in a letter of dismissal, demotion or suspension without pay.
9. The NCDOT Grievance Policy and Procedures will be posted at all NCDOT facilities to ensure all employees have access to the policy and procedures.
10. Employees with questions should contact the Employee Relations representative assigned to their division or unit.

APPENDIX B: HB834 Summary of Changes

HB 834
Summary of Changes

Administrative Changes for Office of State Personnel

- **Name Change** - Changes name from Office of State Personnel to Office of State Human Resources (OSHR). All related titles will change. The State Personnel Commission will become the State Human Resources Commission; the Director of State Personnel will become the Director of State Human Resources; and the Office of State Personnel (OSP) will become the Office of State Human Resources (OSHR).
- **Reporting Structure** - Changes organizational reporting structure to reporting directly to the Office of the Governor
- **Reports** - Streamlines the reports that OSHR provides to the General Assembly
- **State Human Resources Commission** - Changes the terms of the State Human Resources Commission from six to four years and changes the quorum from six members to five members in order to conduct a meeting.

Establishes New Programs

- **Performance Management** - Reinstates Performance Management as a duty of OSHR. Adds authority for OSHR to 'develop criteria' and to 'measure compliance' by agencies/institutions in 'performance management, development, and evaluation' in addition to the existing authority for 'classification, salary administration and other decentralized programs.'
- **Reorganization through Reduction** - Establishes a Reorganization through Reduction (RTR) program for cabinet agencies/departments. This initiative is an employee volunteer separation program to accomplish reorganization and restructuring needs. It is available through June 30, 2014.

Changes Existing Programs for SPA Employees

- **Holidays** - Provides for a standard 12 holidays annually, "with three paid holidays given for Christmas"
- **Career Status** - An employee will achieve Career Status when they have been continuously employed in a permanent position for 24 months. Until an employee has achieved career status, they are considered a "probationary state employee" and are exempt from the provisions of the State Personnel Act. Previously, an employee was on probationary status up to the first 9 months; after the nine months, they were on permanent status; and then at two years they achieved career status. HB 834 aligns the probationary period and career status.
- **Equal Employment Opportunity (EEO)** - Removes creed from EEO and adds disability and genetic information. Allows for EEO training from OSHR or OSHR-approved source.

August 13, 2013

- **Grievance Process**
 - The proposed agency final decision will not be issued nor become final until reviewed and approved by the Office of State Personnel.
 - Both agency and OSP review must be completed within 90 days
 - Grievant can then file contested case with OAH
 - The revisions now require all grievances (including ones having allegations of discrimination) to go through the internal process prior to going to OAH. Previously, if an employee claimed discrimination, he/she could skip the internal process and go straight to OAH.
 - The new revisions also cut the State "HR" Commission out of the process and the Superior Court is removed from any judicial review of OAH decisions. What this means is that if an employee is unhappy with the 'final agency decision' the first stop will be to the OAH for a contested case hearing before an ALJ (who issues a 'final decision'). Any party unhappy with the ALJ's final decision will now file an appeal in the NC Court of Appeals. The revisions also expand the OAH's power to award attorney's fees to employees to include fees incurred on appeal (where the employee is successful).
- **Reduction-In-Force** – Once an employee who has been officially notified of a reduction in force is offered a job or an interview, for a position they have applied for, at their same salary or salary grade, the employee loses their re-employment priority if they decline the interview or the job offer.
- **Material in Personnel File** - If an employee objects to material in the employee's personnel file because the material is inaccurate or misleading, the employee may place a written statement relating to the material the employee objects to in their file. This material may be grieved through the agency's procedure if such a grievance is permitted within the agency's policy. An employee may not appeal the contents of a performance appraisal or a written warning.

Increases Number of Exempt Policymaking and Exempt Managerial Positions

- Increases the number of exempt managerial and exempt policymaking positions from 1,000 to 1,500 effective October 1, 2013.
- Adds Information Technology Services (ITS), Office of State Budget and Management (OSBM) and OSHR as agencies that may have exempt managerial and exempt policymaking positions
- Removes the re-employment priority for those career status employees with less than 10 years of cumulative service for employees hired on or after June 30, 2013
- Removes entitlement to re-assignment for employees with 10 years or more cumulative service for employees hired on or after June 30, 2013

August 13, 2013

APPENDIX C: Merit Based Hiring Policy

**North Carolina
Department of Transportation**



Merit Based Hiring

POLICY STATEMENT

It is the policy of the North Carolina Department of Transportation to maintain a selection system that will give equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, disability, or political affiliation/influence, and will be based solely on job-related criteria. The recruitment and selection process will comply with all Federal and State laws, regulations, and policies.

Anthony Tata
Secretary of the Department of Transportation

SECTION ONE

PURPOSE

The purpose of this plan is to establish the guidelines and procedures for implementing merit-based recruitment and selection within the Department of Transportation, whereby positions fully subject to the State Personnel Act are filled with most qualified individuals.

In the recruiting and selection process, the Department of Transportation will give equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, disability, or political affiliation/influence, and will be based solely on job-related criteria. The recruitment and selection process will comply with all federal and state laws, regulations, and policies.

SECTION TWO

COMMITMENT FROM MANAGEMENT

The Secretary, Human Resources Director, executive management, and in the Divisions that have been granted delegated authority, the Division head, accept responsibility for ensuring that all hiring practices are applied consistently and equitably, thereby demonstrating commitment and support of the merit-based recruitment and selection plan.

The Secretary, Human Resources Director, and executive management accept responsibility for ensuring the recruitment and selection process complies with all applicable and existing state and federal laws, policies, and rules governing personnel employment. The merit-based recruitment and selection plan will also comply with established procedural guidelines issued by the Office of State Personnel. Positive efforts will be made to recruit qualified individuals including minorities, women, and persons with disabilities for applicant pools. In addition, the Human Resources Director and executive management will demonstrate effort to consider and apply contemporary human resource practices.

SECTION THREE

KNOWLEDGE, SKILLS, AND ABILITIES

The citizens of North Carolina and the state workforce deserve strong assurances that training and experience, knowledge, skills, and abilities (KSAs) are the basis for state government hiring decisions, not political patronage. In order to ensure the integrity of state

government, every employee has a responsibility to view public service as a public trust and to act impartially. Preferential treatment will not be given to any private organization or individual based on political affiliation or influence.

SECTION FOUR

COMMUNICATION

The Department of Transportation will post the merit-based recruitment and selection position statement on bulletin boards, include the plan in the agency policy/procedure manual, and include a statement on the vacancy announcement.

All Department of Transportation Directors, Managers and/or Supervisory personnel will be required to take mandatory training in merit-based hiring guidelines and policies, and interviewing classes for supervisors and managers. The Human Resources Operations Unit staff will provide training. All supervisors and managers at the Department of Transportation will be required to take the online Merit Based Hiring Course located on the Human Resources Portal.

SECTION FIVE

ROLE DEFINITIONS & EXPECTATIONS

I. EXECUTIVE MANAGEMENT

For the purpose of this plan, executive management staff includes the following:

- DOT Secretary
- Chief Operating Officer
- Deputy Secretaries
- State Highway Administrator
- DMV Commissioner
- Chief Information Officer
- Technical Services Administrator

Responsibilities include:

- Exhibiting leadership in developing and implementing merit-based procedures.
- Demonstrating commitment and support for merit-based recruitment and selection.

II. MANAGERS/SUPERVISORS

Managers and supervisors include:

- Division Directors
- Branch Managers
- Division Engineers
- Unit Heads
- Group & Section Heads
- Employees involved in directing the activities of an office or work unit and being held accountable for the work of subordinates within these areas.

Responsibilities include:

- Completing mandatory training
- Evaluating the need for filling vacant positions.
- Maintaining accurate and current position descriptions for subordinate jobs.
- Understanding and applying concepts of the merit-based system and communicating the process to employees and applicants.
- Making every effort to achieve and maintain a diverse workforce.
- Demonstrating commitment and support for merit-based recruitment and selection.
- Documenting selected candidate according to standards.

III. HUMAN RESOURCES & HUMAN RESOURCES OPERATIONS UNIT

It is the responsibility of the Human Resources Operations Unit, Divisions (1-14) Personnel, DMV Personnel, Ferry Personnel and EEO staff to ensure that the Department gives equal employment opportunity to all applicants, without regard to race, religion, color, creed, national origin, sex, age, disability, or political affiliation/influence, and selection will be based solely on job-related criteria.

Central HR and Division HR responsibilities include:

- Demonstrating commitment and support for merit-based recruitment and selection in daily operations.
- Providing technical advice and assistance to managers/supervisors.

- Developing agency specific policies and procedures for merit-based actions.
- Ensuring training of managers and supervisors on a variety of issues relating to merit-based recruitment and selection.
- Monitoring recruitment and selection activities for adherence to merit-based policies and procedures.

IV. EMPLOYEES & APPLICANTS

- Vacant positions for which management chooses to recruit for at the Department of Transportation will be advertised on both the Office of State Human Resources and Department of Transportation's Job Vacancies Web Page with the exclusion of DOT internal postings which will be advertised on the Department of Transportation's Job Vacancies Web Page. If deemed necessary by management, vacant positions may also be posted in newspapers, radio, and various job vacancies web sites (i.e.-Career Builder.com, etc.)
- Employees and applicants are responsible for obtaining vacancy information in order to submit the required application; providing complete and current information as to their qualifications; and submitting an application for the vacancy by the established deadline.
- Only information provided on the application by the established deadline will be used for establishing qualifications. Applications without signatures or conviction statements checked off will be accepted as long as management obtains the necessary information during the interview process.
- Applicant is responsible for providing full and complete information (i.e. dates of employment, description of work, etc.). Any information not captured on the application will not be accepted.

SECTION SIX

PROCEDURES

I. PRE-RECRUITMENT/RECRUITMENT ACTIVITIES

The Department of Transportation will strive to actively recruit from a variety of sources to achieve a diverse workforce that successfully meets the needs and demands of the agency.

The hiring manager, with assistance and guidance from the Human Resources Operations Unit staff, will;

- Assess the need for the position to ensure it contributes to meeting the goals, objectives, and mission of the work unit;
- Conduct a job analysis including a review of the duties, responsibilities, and qualifications of the position with the Human Resources Operations Unit; and
- Revise or update the position description if necessary.
- The EEO Office will determine if the vacant position is an underrepresented classification. The Human Resources Operations Unit staff will work with management and the EEO Office to increase the success rate for the Department's EEO goals and objectives.

A new job description and analysis is necessary only when there is a change in the duties and responsibilities that impacts qualifications required.

The hiring manager with assistance from the Human Resources Operations Unit will assure that the critical tasks, KSAs, and training and experience requirements, including any selective criteria necessary to successfully perform the duties of the position have been identified. In order to assure a timely and efficient process, generic KSAs (included on class specifications) may be utilized for recruitment and selection purposes where they are sufficient for differentiating qualifications of applicants. The selected criteria must be included on the vacancy posting in order to be used as selective criteria in the screening process.

Information from the job analysis and position descriptions will guide the hiring manager in drafting the vacancy announcement. Human Resources Operations Unit staff will ensure the vacancy announcement meets the requirements of state policy.

The hiring manager will determine the appropriate option in posting a vacancy (internal to the agency, state government or external). In addition, Human Resources Operations Unit staff will consult with the hiring manager to determine additional recruitment resources, if needed, to target specific audiences, including professional journals, newspapers, and technical colleges/universities.

Prior to the vacancy posting dates, the hiring manager will determine any selection tool(s) that will be used in the final evaluation process. Any selection tool(s) utilized will be objective, based upon job-related KSAs, and be consistently applied to all applicants in the final selection pool. Human Resources Operations Unit staff should be consulted for assistance and will be responsible for review of the selection tools and procedures. Some examples of selection tools include structured interview, job-related exercises, written tests, skills tests, and reference checks.

The Division of Motor Vehicles (DMV) human resource office has the documented promotional process for sworn Law Enforcement Officer (LEO) opportunities within DMV.

II. SELECTION PROCESS

A. DEFINITIONS

1. *Essential Functions* – the fundamental job duties of the vacant position. Essential functions are major duties that are absolutely necessary to be performed by the candidate, with or without reasonable accommodation.
2. *Knowledge, Skills, Abilities (KSAs), and Competencies*
 - a. *Knowledge* – information which makes adequate performance on the job possible.
 - b. *Skill* – a proficiency that is readily observable, quantifiable, and measurable (examples include skill in typing or skill in operating a vehicle).
 - c. *Ability* – capacity to perform an activity at the present time.
 - d. *Competency* - Set of knowledge, skills, and abilities an employee needs to successfully do their job.
3. *Preferences* – specific types of experience, degrees, licenses, KSAs, or other selection factors above those minimally required to perform the duties and responsibilities of a position.
4. *Selective criteria* – additional minimum qualifications specifically related to the duties and responsibilities of the individual position.
5. *Qualified* – those applicants whose credentials indicate the possession of training and experience, selective criteria, and KSAs included in the vacancy announcement.
6. *Most Qualified* – the group of applicants who, to the greatest extent, possess qualifications which exceed the minimum requirements described in the vacancy announcement.

B. DIFFERENTIATING QUALIFIED & MOST QUALIFIED APPLICANTS

Determining Qualified and Most Qualified Applicants.

Applications for all vacancies will be submitted to the Human Resources Operations Unit, Division (1-14) Personnel Section, DMV Personnel Section or Ferry Personnel Section based upon the agreed delegation list. Using fair and valid selection criteria the Qualifications Evaluator will review the credentials of each applicant and determine who possesses the minimum qualifications. From those applicants who meet the minimum qualifications, a pool of the most qualified candidates shall be identified. The pool of the most qualified candidates shall be those individuals determined to be substantially more qualified than other applicants based on the KSAs, Selective criteria, and essential functions. The individual selected for the position shall be chosen from the pool of the most qualified applicants.

If the quality of applications forwarded is deemed insufficient, the hiring manager may choose to re advertise the position.

C. EVALUATION PROCESS

1. Key Points

- Applications will be submitted to the Human Resources Operations Unit, Division (1-14) Personnel Section, DMV Personnel Section or Ferry Personnel Section based upon the agreed delegation list, which is responsible for screening all applicants to determine whether they meet minimum qualification requirements. The Most Qualified applicants will be chosen from the Qualified pool who meet the KSAs, Selective Criteria, and essential functions.
- Confidentiality of the material reviewed will be maintained.

2. The Human Resources Operations Unit, Division (1-14) Personnel Section, DMV Personnel Section and Ferry Personnel Section will be comprised of individuals who:

- Possess knowledge of the job subject matter
- Have successfully completed training on the job subject matter
- Have successfully completed orientation/training on the selection process
- Have successfully completed training in the Merit-Based Recruitment & Selection Process

III. EMPLOYMENT/REEMPLOYMENT PRIORITIES

The Human Resources Operations Unit, Division (1-14) Personnel Section, DMV Personnel Section or Ferry Personnel Section, based on the upon agreed delegation list, will review the initial applicant pool to identify applicants with priority status. All employment and/or reemployment priorities are to be afforded in accordance with State policy. This will require, in some instances, that applications of individuals with certain priorities will be included among those referred to the hiring manager, will receive advice and guidance from the Human Resources Operations Unit staff regarding the priority consideration, which must be afforded.

Consideration must be given to applicants that have the following priorities:

<i>Priority Reemployment</i>	Employees scheduled to be separated or separated through reduction-in-force have priority consideration over non-state applicants. RIF candidates must only meet minimum qualifications to receive priority.
<i>Exempt Policy-Making/Confidential Exempt Managerial</i>	Employees separated from exempt policy making/confidential or exempt managerial positions for reasons other than just cause have priority consideration over non-state applicants and must only meet minimum qualifications to receive priority.
<i>Veterans Preference</i>	Preference is given to eligible veteran applicants.
<i>Promotional Priority</i>	Career state employees are eligible for priority consideration over non-state applicants when the individuals possess substantially equal qualifications.
<i>Injured-on-the-job/Workers' Compensation</i>	Employees injured-on-the-job, placed on workers' compensation leave, and who have been released to return to work by their physician have reemployment considerations based upon maximum medical improvement.

NOTE: For additional information concerning the various Employment/Reemployment Priorities refer to the OSP Recruitment and Selection Policy.

IV. FINAL SELECTION RECOMMENDATION/DECISION

Only managers who successfully complete Merit Based Policy & interviewing classes prior to the interview process can interview and/or make final selections for a vacancy. The Training and Development section will be providing interviewing training, and the Merit Based Policy training is available online.

The final selection recommendation/decision shall be made from among the Most Qualified applicants. Applicants with priority reemployment will be given appropriate consideration. The hiring manager will utilize selection tools that are objective and based upon job-related KSAs. Any selection tool will be consistently applied to all applicants in the final pool. The hiring manager will also be responsible for documenting the selection process and justifying the hiring recommendation and/or decision. After making the selection decision, the Manager will provide timely written notice of non-selection to all most qualified applicants. Non-selected candidates in the most qualified pool have 30 days from the date of receipt of the written notice to contest the selection decision. Human Resources Operations Unit staff will be available for guidance and assistance to the hiring manager at any time during the selection process.

Managers will be responsible for equity considerations within the Divisions. The Human Resources Operations Unit will monitor management's salary decisions.

V. APPROVAL PROCESS

The following process is to be used in conjunction with this plan:

The Hiring Unit Manager forwards the recommendation to Division Management. The Division then assembles the employment package and sends the package to the Human Resources Operations Unit, Division (1-14) Personnel Section, DMV Personnel Section or Ferry Personnel Section based upon the agreed delegation list.

For Divisions/Units without delegated authority, the package will then be reviewed to ensure salary information is correct and forwarded to the Human Resources Director or his/her designee for final sign off. Once the Human Resources Director approves the selection, the package is sent back to the Human Resources Operations Unit where they notify Division Management of final approval. Division Management is responsible for notifying the Unit of the selected employee's effective date, if necessary. Next the BEACON transaction to add the person or update employee information on the State system should be initiated. The NCDOT EEO Office will monitor the hiring packages for professional level classifications each pay period.

For Divisions/Units with delegated authority, the package will then be reviewed to ensure salary information is correct. The Division Personnel Section is responsible for notifying the Unit of the selected employee's effective date, if necessary.

VI. DOCUMENTATION OF PROCESS

It will be the practice of the Department of Transportation to maintain documentation of the merit-based recruitment and selection process in order to support the decisions and to provide fact-based information for monitoring and evaluating recruitment and selection practices and procedures. If deemed necessary by management, vacant positions may also be posted in newspapers, radio, and various job vacancies web sites (i.e.-Career Builder.com, etc.)

A file will be maintained for each hiring event for a minimum of three years. Each file will contain:

- Any record of job analysis conducted for the vacancy including any additional KSAs and/or selective criteria that resulted from job analysis (or a reference to the job analysis utilized for the vacancy)
- Vacancy announcement
- Applications received
- Selection/decision log
- Candidate Selection Form
- Equity verification
- Inventory of applicants as not qualified, qualified, and most qualified

VII. MONITORING/EVALUATION

Human Resources Operations Unit staff will periodically review program data across the agency to ensure that recruitment and selection activities are in compliance with the agency plan. Human Resources Operations Unit staff will compile and analyze an annual summary of selection activity for the Secretary. This report will include analysis of the impact on demographic groups, exceptions to DOT policy, Management equity justifications and other relevant factors. Human Resources Operations Unit staff also will comply with the reporting and plan update requirements of the Office of State Human Resources. Human Resources Operations Unit staff will maintain recruitment and selection data in order to conduct employment trend analysis.

VIII. APPEAL PROCESS

A State employee or applicant for initial State employment may complain directly through the Civil Rights Division of the Office of Administrative Hearings (OAH) if all the following conditions apply:

The person alleging the violation applied for the position in question during the open application period.

The person alleging the violation was not hired into the position in question.

The person alleging the violation was among the pool of the most qualified applicants.

The successful applicant for the position was not among the pool of most qualified applicants.

The hiring decision was in violation of G.S. 126-14.2 because of political affiliation or political influence.

The complaining State employee or applicant must file their complaint with the Civil Rights Division of OAH within thirty (30) days after the complainant receives written notice that the position in question has been filled. (Refer to NCDOT Grievance Policy)

APPENDIX D: NCDOT Mentoring Program Policy

NORTH CAROLINA DEPARTMENT OF TRANSPORTATION

MENTORING POLICY AND PROCEDURES

2013 Mentoring

TABLE OF CONTENTS

I.	INTRODUCTION	Page 1
II.	PURPOSE OF MENTORING	Page 2
III.	DEFINITIONS	Page 2
IV.	PROGRAM DESIGN AND COMPONENTS	Page 3
	A. Requirements for Success	Page 4
	B. Design Basics	Page 5
	C. Eligibility	Page 5
	D. Time Requirements	Page 5
V.	MENTORING LIFE CYCLE	Page 5
	A. Marketing	Page 6
	B. Application and Recruitment	Page 6
	C. Matching	Page 7
	D. Training	Page 8
	E. Mentoring	Page 9
	i. Protégé Mentoring Goals	Page 9
	ii. Mentoring Communication	Page 9
	iii. Participant Recognition	Page 9
	iv. Evaluation and Assessment	Page 10

*"People seldom improve when they
have no other model but themselves to copy."*
--Oliver Goldsmith

NCDOT MENTORING PROGRAM POLICY & PROCEDURES

I. INTRODUCTION

The North Carolina Department of Transportation (NCDOT) recognizes mentoring as one of the best, most cost effective ways to develop employees through transfer of experiences, knowledge and skills. Mentoring facilitates knowledge transfer and is an efficient method to retain critical knowledge and skills within an organization. The practice of mentoring aligns well with the culture of the NCDOT and promotes departmental organizational values.

Participation in a mentoring program encourages employees to take personal responsibility for growth and development. It encourages leadership development and is helpful in supporting recruitment of new employees and the retention of current employees.

Mentoring is an essential part of an integrated career development framework. This and other career development programs will help NCDOT fulfill its mission and goals and deliver peak organizational performance by building an effective workforce for the future.

The NCDOT Mentoring Program is based on the 2008 work of the NCDOT Transformation Management Team (TMT) and the North Carolina Office of State Personnel. The statements and procedures listed in this document are intended to provide a framework for operating the NCDOT Mentoring Program.

Participation in the NCDOT Mentoring Program does not guarantee a job promotion, pay increase, preferential treatment or improvement in performance ratings. Mentoring does not replace or is not a substitute for the Employee Assistance Program (EAP), Equal Employment Opportunities or as a remedy to correct performance problems. Employees or supervisors with concerns in those areas should contact the appropriate program personnel.

Mentoring activities and events are not to take priority over an employee's regular work. Job responsibilities and performance come first. Mentoring is a tool for growth and development that is intended to enhance job skills. It is in no way intended to impede or damage the operations of the NCDOT.

II. PURPOSE OF MENTORING

The purpose of the NCDOT Mentoring Program is to positively develop employees and build a culture that supports NCDOT's mission, goals and values. A successful mentoring program will assist the department in becoming more effective and efficient by leveraging knowledge and skills throughout the organization and enhancing the delivery of services through a better informed and diverse staff.

Through a successful mentoring program, the NCDOT will strengthen its talent pipeline and improve organizational awareness. Participation in the program will increase employee productivity; opportunities for career growth; job satisfaction; morale; engagement; and the retention and recruitment of high performance employees. The program is designed to build and sustain a culture that fosters meaningful partnerships and connections among employees and that promotes collaboration and learning throughout the department.

The NCDOT Mentoring Program will reinforce the Department's goals to "make our organization a place that works well" and "make our organization a great place to work" by enhancing individual and organizational performance; employee professional and career development and satisfaction; and recruitment and retention.

III. DEFINITIONS

Career Development	Career Development is a process dedicated to the development of professional knowledge and skills to help employees advance their career within their organization.
Mentoring	Mentoring is a professional relationship between an individual with potential (protégé) and an individual with expertise (mentor). Knowledge, experience and organizational perspective are shared candidly within a context of mutual respect and trust.
Mentor	A mentor is an individual with knowledge and experience in an organization or field of study, who provides guidance, support and encouragement to an individual with less knowledge and or experience in the same organization or field of study.
Protégé	A protégé is an individual who seeks to enhance his or her professional growth by receiving guidance, support and

encouragement from a more knowledgeable and experienced individual.

Mentoring Advisory Team The Mentoring Advisory Team is a group of employees, representing all disciplines, levels and classification of the NCDOT. The team provides oversight and direction for the NCDOT Mentoring Program.

IV. Program Design and Components

Because a successful mentoring partnership is built on mutual trust and respect, much care has been given to the design and components of the NCDOT Mentoring Program.

A. Requirements for Success

- i. The NCDOT Strategic Management Committee and the NCDOT senior leadership will provide ongoing and visible support, provide program guidance, remove barriers, endorse participation and provide necessary resources to ensure the success of the mentoring program. Senior leaders are program champions and are committed to the success of the program.
- ii. The NCDOT Mentoring Advisory Team provides support and guidance to the NCDOT Human Resources Career Services staff regarding policy development and oversight, program implementation, administration, evaluation and reporting, and continual improvement. The Mentoring Advisory Team will meet as needed during the year. Members will serve for one program year, with some staggered terms so there is continuity in membership from year-to-year.
- iii. The NCDOT Human Resources Career Services Section provides program ownership and a program coordinator to implement and operate the program. HR ensures program procedures and processes are formalized, implemented, evaluated and constantly improved.
- iv. The Mentoring Program Coordinator is a member of Human Resources and is responsible for the daily program operations. The program coordinator is tasked with marketing the program; recruiting and following up with mentors and protégés; developing activities for the program including orientation, training workshops, and the

closing ceremony; conducting periodic program evaluations; developing and maintaining a database on a pool of mentors and protégés, and mentoring pairs; sustaining relationships with mentors and protégés; and assisting with any problems that occur throughout the duration of the program. The program coordinator also suggests strategies, activities, and resources for improving program effectiveness; and prepares periodic status reports for the Secretary, Director of Human Resources, and the Mentor Advisory Team on the progress and effectiveness of the mentoring program.

B. Design Basics

- i. The NCDOT Mentoring Program runs two sessions a year, one beginning in January and the other in July.
- ii. Participation is available through a recruitment and application process which occurs several months prior to the beginning of each session.
- iii. The NCDOT Mentoring Program is aimed at employees with less than five years of NCDOT experience; however, all employees are eligible to apply.
- iv. This is a structured 12 month program where protégés are matched with NCDOT mentors. The mentors have more than five years of experience with NCDOT.
- v. Participation in the NCDOT Mentoring Program is completely voluntary.
- vi. Due to the expected time requirements for program participation, mentors and protégés are required to have supervisory approval. Employees should discuss participation prior to submitting an application.
- vii. Both the protégé and the mentor are expected to maintain confidentiality.
- viii. Each mentoring partnership will vary according to needs and interests of the protégé.
- ix. A "no-fault" rule is in place for the program. Program participants will be afforded the flexibility to opt out of the program at any time, with no repercussions. Participants are requested to contact the program coordinator to facilitate this process.
- x. If it appears a different mentor would better serve the needs of a protégé, the program coordinator will attempt to re-match the protégé with a more suitable mentor.
- xi. In the event a mentor or protégé becomes involved in disciplinary action or displays inappropriate behavior, the Mentoring Advisory Team and Human Resources may remove the participant.
- xii. Changes and or exceptions to program procedures may be made by the Mentoring Advisory Team and Human Resources when necessary.

C. Eligibility

Protégé

- Must have worked full time (at least 6 months) with NCDOT
- Minimum of "meets expectations" on most recent PDA performance appraisal
- No current disciplinary issues
- Supervisor approval
- Demonstrated commitment to mentoring

Mentor

- Full time, permanent NCDOT Employee
- Minimum of 5 Years NCDOT Work Experience
- Minimum of "meets expectations" on most recent PDA performance appraisal
- No current disciplinary issues
- Supervisor approval
- Demonstrated commitment to mentoring

D. Time Requirements

- i. The department considers a reasonable amount of official time will be allowed for participation in the program. No overtime will be authorized for mentoring activities.
- ii. When possible, the mentors and protégés will be afforded approximately 2 hours for program training.
- iii. Mentors and protégés will be afforded approximately 20 hours per year for mentoring conversations. While mentors and protégés are encouraged to have a scheduled time for these conversations, unplanned dialogue is anticipated as protégés gain a comfort level with utilizing the mentoring partnership.
- iv. When possible, protégés will also be required to attend six mentoring workshops lasting approximately 90 minutes each. These workshops will be spread over the course of the mentoring year.

V. Mentoring Life-Cycle

The life-cycle of the NCDOT Mentoring Program has six phases, including Marketing, Application and Recruitment, Matching, Training, Mentoring, and Evaluation and Assessment.

A. Marketing

The NCDOT Mentoring Program will be announced using existing communication channels within the agency. The following items will be shared with all employees:

- a program announcement or letter of endorsement from the Secretary of Transportation outlining program benefits;
- a statement emphasizing that mentoring is part of an integrated career development framework;
- location of program procedures and other online resources;
- an invitation for all eligible employees to participate in the program; and
- a deadline for submission of applications.

During the Application/Recruitment Cycle, the NCDOT Mentoring Program will be featured on the "Employees" section of the NCDOT portal page, the NCDOT Now, and other available marketing opportunities.

In addition to the above marketing approach, Human Resources and the program coordinator will be responsible for building partnerships throughout the NCDOT to obtain ongoing program support. This will include presentations in meetings of key groups, including the Strategic Management Committee, the DOH Operations Staff Meeting, DMV meetings in each region, and other staff meetings. Collaboration with other programs/services (e.g., the Training and Development Section) will take place as appropriate to maximize program effectiveness.

B. Application and Recruitment

Applications will be accepted twice a year for the respective mentoring sessions. Each session will be advertised with information on the application process. NCDOT managers and supervisors are encouraged to recruit both mentors and protégés for the program. Applications will be accepted for a period of no less than three weeks. All applications will be reviewed for eligibility.

Applications will be available on the NCDOT portal under the employees tab. All emails referring to the Mentoring Program will include the location of mentoring materials, as well as contact information for the program coordinator.

Mentors and protégés should discuss the program with their supervisors to ensure program participation will not impede completion of job responsibilities. If a supervisor does not approve participation, the supervisor is asked to contact Human Resources to explore other opportunities for the employee.

C. Matching

Research has demonstrated that the matching process is the principal driver for a successful mentoring program. The "chemistry" between the mentor and protégé, as well as a connection between the mentor's expertise and the protégé's developmental needs, are critical components for a successful partnership. Protégés will not be matched with a mentor in the same supervisory hierarchy.

Once the program participants have been selected, the program coordinator will contact each protégé and discuss the protégé's objectives for participating in the mentoring program. The program coordinator will review the mentor applications and contact the mentors for additional information as needed.

The information collected from both protégés and mentors will be used to match participants. Considerations for appropriate mentor and protégé matches include, but are not limited to the following:

- protégé's developmental needs and the mentor's area of expertise
- professional goals of the protégé in relation to the occupation/career history of the mentor
- the request for a specific mentor or for a preferred mentor gender by the protégé
- protégé and mentor supervisory hierarchy

The program coordinator will conduct a comparison of the protégé and prospective mentor profiles and will select two or more possible matches. The program coordinator, with assistance from the Career Services Team and Mentoring Advisory Team, will review the prospective mentor and protégé profiles and propose matches. Once a mentor match is approved, the program coordinator will forward the respective profile to the mentor and protégé with details on beginning the program.

In the event that an initial match or ongoing partnership is not satisfactory, the mentor and protégé may turn to the program coordinator for guidance and assistance. Unsatisfactory mentoring partnerships may be terminated at any time during the one year period by contacting the program coordinator. An attempt will be made to match the protégé with another mentor.

D. Training

A program introduction will be presented to launch the NCDOT Mentoring Program. Whenever possible, all selected employees will attend and will have an opportunity to meet their new mentor or protégé.

During or prior to the program introduction, participants will receive initial instruction on mentoring techniques, tips and strategies. Participants are guided into a semi-structured program and are offered support and resources throughout their partnership.

When economically possible, the program kickoff will include orientation training for mentors and protégés. The orientation training will cover the following topics:

- overview of the NCDOT Mentoring Program;
- general program procedures;
- roles and responsibilities of mentors and protégés;
- discussion of desirable attributes of a mentor and a protégé;
- strategies for maximizing effective outcomes of mentoring partnerships; and
- the role of the program coordinator.

A question and answer session will be conducted in conjunction with the program orientation.

E. Mentoring

i. Protégé Mentoring Goals

In order to participate in the mentoring program, the protégé will complete a Mentoring Agreement Worksheet and will use the information from the worksheet to design their Mentoring Plan. The protégé will work with the mentor to complete the Mentoring Agreement Form, which will provide the framework of the mentoring partnership – what the protégé expects to accomplish. The mentoring agreement plan may include any mutually agreed-upon mentoring activities and commits the mentor and protégé to fulfilling the terms of the agreement. The protégé will provide a copy of the final mentoring plan (worksheet and form) to the protégé's supervisor and the Mentoring Program Coordinator.

ii. Mentoring Communication

Over the course of the mentoring session, lasting one year, the mentor and protégé will meet face-to-face and/or virtually, to work towards achieving the agreed upon objectives and goals in the mentoring plan.

Protégés and mentors are expected to communicate at least twice a month, but are encouraged to communicate more frequently. Protégés are responsible for scheduling and initiating contact; however, mentors are encouraged to check on their protégé throughout the mentoring partnership.

iii. Participant Recognition

When possible, the program coordinator will organize an annual recognition program for participants, to occur at the end of each program cycle. Representatives from NCDOT's top leadership will attend to commend the participants, to present each participant with a certificate recognizing their successful participation in the program, to encourage protégés to consider becoming mentors if and when appropriate, and to demonstrate ongoing program support.

iv. Evaluation and Assessment

Program evaluation is an essential component of the program's success. It gauges positive outcomes, areas of concern, and needed modifications. It also reinforces the need for accountability. The program coordinator will determine the measures for program evaluation prior to the beginning of the program cycle.

The evaluation process will be ongoing, from the implementation through the conclusion of the program, so that continual improvements can be made to the program. Program metrics will include:

Quantitative Metrics

- number of employees who participate in the program;
- retention rates of participants
- promotion rates of participants

Qualitative Metrics

- pre- and post-assessment of targeted areas of development of protégés;
- periodic feedback from program participants to document the value of the program;
- logs of developmental activities and hours devoted to mentoring;
- end-of-program feedback sessions / participant evaluations; and
- Supervisor assessment of mentoring program value to employee development.

Because of the intense need for feedback, participants are asked to complete online surveys during the course of their year commitment. These surveys allow opportunity to comment on the experience with the mentoring program and to offer suggestions. They are brief in nature and take approximately 15 minutes to complete.

Last updated April 2012

APPENDIX E: Office of Equal Opportunity and Workforce Services Organizational Chart

**North Carolina Department of Transportation
Office of Equal Opportunity and Workforce Services**

